

ADOPTED BUDGET

FY2020

JULY 1, 2019-JUNE 30, 2020

RO  
CITY

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Winchester  
*Virginia*



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

Fiscal Year  
July 1, 2019 through June 30, 2020



## **BUDGET OFFICIALS**

Eden E. Freeman, City Manager  
Mary M. Blowe, Chief Financial Officer and Director of Support Services  
Celeste R. Broadstreet, Financial Services Director and Real Estate Administrator



FIRST  
WARD



**Les Veach**  
*First Elected 2008*



**Bill Wiley**  
*First Elected 2014*

SECOND  
WARD



**Evan Clark**  
*First Elected 2006*



**John Hill**  
*First Elected 2008*

THIRD  
WARD



**Kim Herstritt**  
*First Elected 2018*



**Corey Sullivan**  
*First Elected 2014*

FOURTH  
WARD



**Judy McKiernan**  
*First Elected 2018*



**John Willingham**  
*First Elected 2008*

## 2019 Council Officers

Mayor and President:  
John David Smith, Jr.  
Vice-Mayor: John Hill  
Vice-President: Evan Clark



**John David Smith, Jr.**  
*First Elected Mayor 2016*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Winchester  
Virginia**

For the Fiscal Year Beginning

**July 1, 2018**

*Christopher P. Morill*

Executive Director

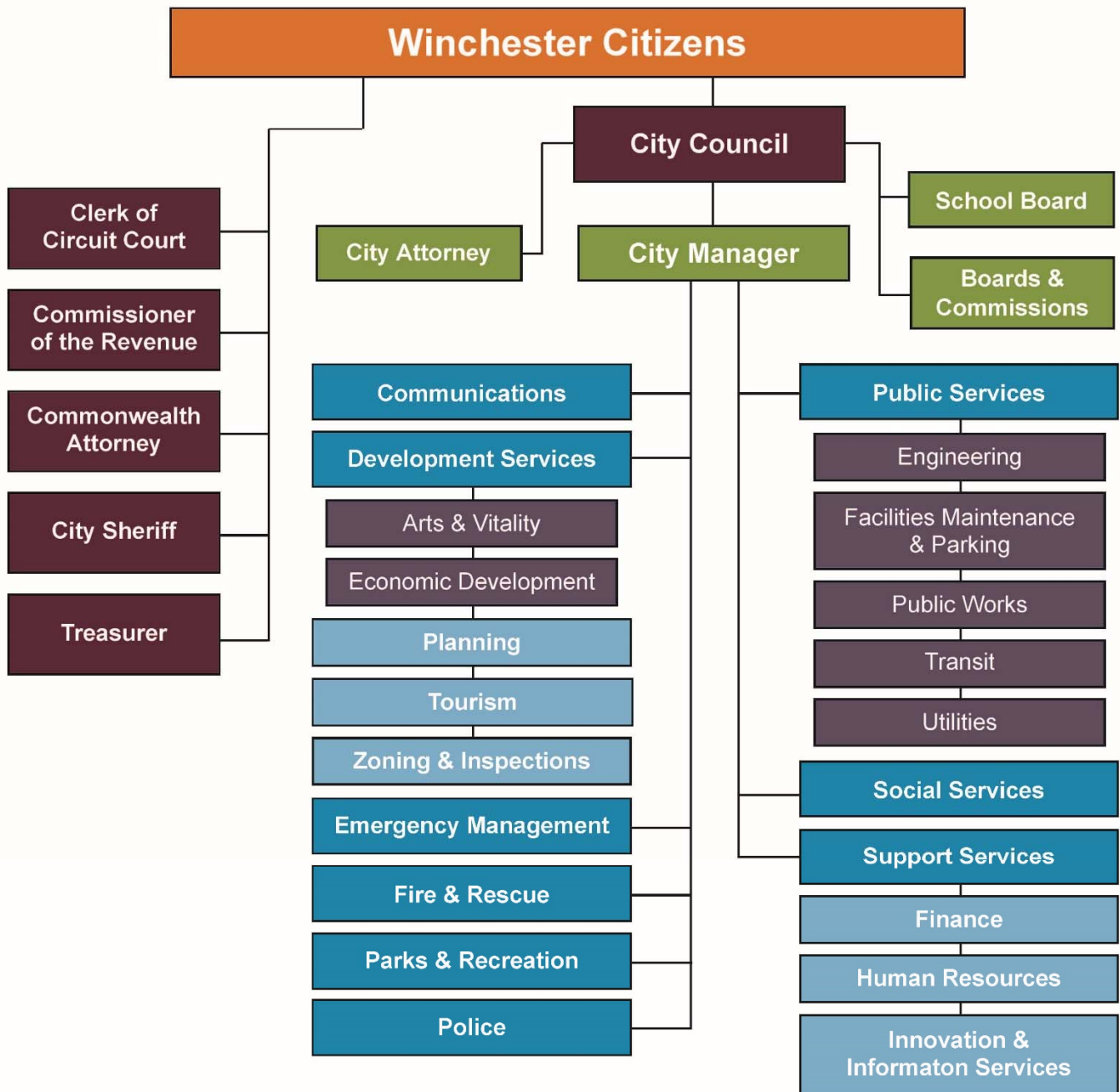
Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Winchester, Virginia, for its Annual Budget for the fiscal year beginning July, 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.





# ORGANIZATIONAL CHART



Last Updated: June 2019



| 2016 | 2020 | 2028 |

# STRATEGIC PLAN

## GOAL 1



### ENCOURAGE

Encourage sustainable economic growth and partnerships through business and workforce development

#### GOAL 1 OBJECTIVES

- A. Increase effectiveness of workforce development efforts by building on existing collaborative partnerships between the City and local organizations
- B. Increase effectiveness of business retention, attraction, and expansion efforts
- C. Support local businesses through destination branding and marketing to visitors

## GOAL 2



### PROMOTE

Promote and accelerate revitalization of catalyst sites and other areas throughout the city

#### GOAL 2 OBJECTIVES

- A. Continue promoting redevelopment or development of previously identified catalyst sites
- B. Identify additional targeted areas and promote redevelopment or development of areas not previously identified as catalyst sites

## GOAL 3



### ENHANCE

Enhance the quality of life for all Winchester residents by increasing cultural, recreational, and tourism opportunities; enhance and maintain infrastructure; and promote & improve public safety

#### GOAL 3 OBJECTIVES

- A. Increase cultural, recreational, and tourism related opportunities in Winchester
- B. Develop and maintain Winchester's infrastructure
- C. Promote and improve community safety

## GOAL 4



### IMPROVE

Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency, and innovation

#### GOAL 4 OBJECTIVES

- A. Implement cost-saving innovative internal strategies to improve efficiency
- B. Increase government transparency and communication capabilities
- C. Enhance service delivery to residents, economic partners and visitors

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

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

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## City Manager's Message

Honorable Members of Council:

I am pleased to present to you and the citizens and businesses of the City of Winchester the FY2020 City Manager's Proposed 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 2016-2020 Strategic Plan is the guidebook that provides the direction needed by City staff to develop the FY2020 Proposed Budget. For budget planning purposes, the FY2020 Proposed Budget is predicated on the City's four main strategic plan goals which were reaffirmed by Council in February 2018 and discussed during the March 2019 Annual Council Retreat:

- I. Encourage sustainable economic growth and partnerships through business and workforce development
- II. Promote and accelerate revitalization of catalyst sites and other areas throughout the city
- III. Advance the quality of life for all Winchester residents by increasing cultural, recreational and tourism opportunities; enhance and maintain infrastructure; and promote and improve public safety
- IV. Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation

The strategic plan is the product of many months of diligent work by City Council and City staff and provides a benchmark for where we currently are, where we would like to be, and how we plan to get there. Each one of the goals is addressed in this budget document and includes the following objectives:

- Increase effectiveness of workforce development efforts by building on existing collaborative partnerships between the City and local organizations
- Increase effectiveness of business retention, attraction and expansion efforts
- Support local businesses through destination branding and marketing to visitors
- Continue promoting redevelopment/development of previously identified catalyst sites
- Identify additional targeted areas and promote redevelopment/development of areas not previously identified as catalyst sites
- Increase cultural, recreational and tourism-related opportunities in Winchester
- Develop and maintain Winchester's infrastructure
- Promote and improve community safety
- Implement cost saving innovative internal strategies to improve efficiency
- Increase government transparency and communication capabilities
- Enhance service delivery to residents, economic partners and visitors

## City Manager's Message

The budget development process for FY2020 began in October 2018 when City Offices and Departments began working to develop their budget requests. These requests were submitted to the City's Finance Department by December 31, 2018 and totaled \$98,847,000, an increase of \$6,107,000 when compared to the current fiscal year, including use of fund balance and projected revenues. Individual meetings were held with departments and constitutional offices to review their budget requests in February 2019, resulting in the City Manager's Proposed Budget that is presented in this document.

### **Disciplined Fiscal Policies:**

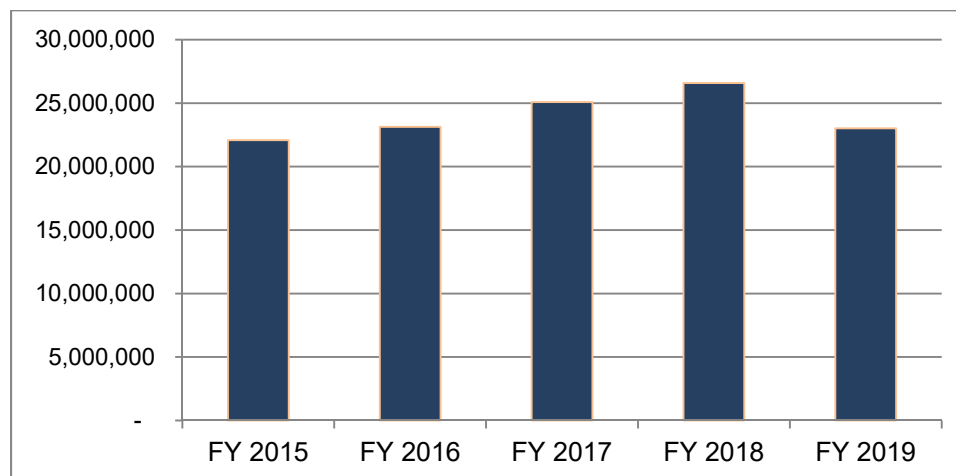
In addition, this budget has been developed with an emphasis placed on adherence to the three principals of sound financial planning:

- Fund Balance Policy
- Debt Policy
- Investment Policy

City staff is mindful of Council's adopted financial 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 fund balance (total fund balance is projected to be \$23.0 million at the end of FY2019, or approximately 27.6% of general fund expenditures; unassigned fund balance is projected to be \$21.1 million or 23.6% of general fund expenditures) and our disciplined fiscal policies have resulted in the City of Winchester receiving the highly-coveted AAA bond rating. As a city, we understand the importance of not allowing our cash balance to erode to a point where 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 2015 – FY 2019\***



*\*FY 2019 Projected Fund Balance.*



## City Manager's Message

### **Revenues:**

Based on the consensus of Council, the FY2020 Proposed Budget has been developed based on the real estate tax rate of 93¢ per \$100 of assessed value. The real estate tax rate of 93¢ per \$100 of assessed value is projected to generate \$960,000 of additional revenue. In addition, at Council's direction, we have included a projected cigarette tax increase from the current rate of 35¢ per pack to 50¢ per pack, an increase of 15¢, which is projected to generate an additional \$150,000.

We have conservatively estimated revenues and continue to budget expenditures as cautiously as possible. Based on an analysis of current revenues, we have projected a modest increase for FY2020 local funds revenue of \$1,616,400, attributed to positive trends in personal property, business license, bank franchise, and meals and sales taxes. Additionally, we are projecting an increase of \$2,626,200 from other revenue sources, which include state and federal contributions, use of fund balance for capital improvement and carry forward projects. Currently, our revenues are meeting budget forecasts but are not growing as quickly as they have in the past. We will continue to monitor local revenues and expenditures throughout the fiscal year, as it appears that some revenue sources are flattening.

### **Funding for Core Services:**

The FY 2020 Proposed Budget provides funding for expenditures that are required for 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 proposed budget:

- 3% cost of living adjustment (COLA) for employees for FY2020 of \$692,300
- 16.7% increase in health insurance premiums of \$461,700
- Increase contribution to Winchester Public Schools operating to \$30,839,102
- Increase of \$319,700 for debt service payment
- New debt issuance of \$16,500,000 - \$10,500,000 for School projects and \$6 million for City projects

## City Manager's Message

### Staffing:

Another key component of the budget process was to review all staffing levels with the Council goal to “Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation” in mind. As a result of the staffing analysis, the FY 2020 Proposed Budget includes twenty-three new positions and four eliminated positions as follows:

|            | <b>Position</b>                            | <b>Department</b>                   |
|------------|--|-------------------------------------|
| Eliminated | Assistant City Attorney (unfunded in FY19) | City Attorney                       |
| Eliminated | Receptionist                               | Sheriff                             |
| Eliminated | Downtown Manager                           | Old Town                            |
| Eliminated | Old Town Coordinator                       | Old Town                            |
| New        | Help Desk Support Tech I                   | Innovation and Information Services |
| New        | Administrative Assistant I                 | Police                              |
| New        | Public Safety Mental Health Specialist     | Police                              |
| New        | Firefighter/EMT I                          | Fire Rescue                         |
| New        | Community Arts and Vitality Manager        | Development Services                |
| New        | Development Services Assistant             | Development Services                |
| New        | Bus Driver (2)                             | Transit                             |
| New        | Public Services Inspector (2)              | Public Services                     |
| New        | Parking Control Officer                    | Winchester Parking Authority        |
| New        | Senior Utility Service Mechanic (3)*       | Public Services                     |
| New        | Utility Service Mechanic (7)*              | Public Services                     |
| New        | Crew Supervisor*                           | Public Services                     |
| New        | Plant Mechanic                             | FWSA                                |

*\*some positions are proposed for partial year only*

## City Manager's Message

### **Equipment Replacement:**

The City recognizes the importance of providing employees with the tools they need to effectively and efficiently do their jobs, which is included in Goal 4 of the City's adopted strategic plan. Therefore, the City implemented a Five-Year Equipment Replacement Plan in FY2013 to address the growing need to replace worn and aging equipment. The plan is reviewed each fiscal year and serves as a dedicated funding source for future equipment funding. The General Fund allocation for equipment replacement increased by \$167,500 over the FY2019 allocation. The FY2020 Proposed Budget continues that plan and includes funding for the replacement of the following equipment:

| Department             | Equipment         | Amount              |
|------------------------|-------------------|---------------------|
| Sheriff                | Vehicle           | \$ 40,000           |
| Police                 | Vehicles (7)      | \$ 255,000          |
| Inspections            | Vehicle           | \$ 22,000           |
| Parks & Recreation     | Pickup Truck      | \$ 38,000           |
| Highway Maintenance    | Sweeper           | \$ 280,000          |
| Social Services        | Sedan             | \$ 20,000           |
| Public Services        | Vehicles (12)     | \$ 790,000          |
| Public Services        | Various Equipment | \$ 708,000          |
| Public Services – OWRF | Various Equipment | \$ 106,000          |
| <b>Total Equipment</b> |                   | <b>\$ 2,259,000</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 FY2014. As stated earlier, we project a healthy fund balance at the end of FY2019 of \$23.0 million (27.6% of General Fund expenditures). This healthy reserve will allow the City to complete the following projects during FY2020 by using fund balance:



## City Manager's Message

| Project  | Amount              |
|--|---------------------|
| Timbrook HVAC Replacement                        | \$ 175,000          |
| Entryway Welcome Signs                           | \$ 100,000          |
| Sidewalks  | \$ 500,000          |
| N. Cameron Street Drainage Improvements          | \$ 750,000          |
| Town Run Culvert Repairs                         | \$ 200,000          |
| Traffic Signal Improvements                      | \$ 165,000          |
| Green Circle                                     | \$ 150,000          |
| Enclosing Courtyard Area – War Memorial Building | \$ 50,000           |
| Renew Playground Area                            | \$ 50,000           |
| <b>Total CIP Projects Funded by Fund Balance</b> | <b>\$ 2,140,000</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              | \$ 1,336,600                          |
| • Personnel requests              | 486,750                               |
| • Operating requests              | 2,263,427                             |
| • Information Technology requests | 503,243                               |
| <b>Total Unfunded Requests</b>    | <b>\$ 4,590,020 or 4.9% of budget</b> |

### Issues for the Future:

The City has many challenges and opportunities as we plan for the future. We would not be fiscally responsible if we did not anticipate future funding cuts from the State in the following areas as well as increases in unfunded mandates:

- Regional jails and detention centers
- K-12 education
- Comprehensive Services Act/Social Services
- Reduction in revenue sharing funds from the State, specifically for paving
- Benefits and insurance for employees

## City Manager's Message

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 division. A more immediate need and one which will help our employees be more productive and efficient, is the full implementation of the City's information technology strategic plan.

I am extremely fortunate to be assisted by an unrivaled team who were instrumental in creating this budget for Council's consideration. Mary Blowe, Chief Financial Officer and Director of Support Services and Celeste Broadstreet, Director of Financial Services, have worked tirelessly to provide invaluable analysis and review in the development of this document. I am also privileged to work with an incomparable team of Department Directors and staff who are proud to provide the highest quality public services to our residents, businesses and visitors.

In conclusion, the City of Winchester has a robust strategic plan and a proposed budget that provides the necessary funding to implement the plan without the issuance of additional debt. Winchester's FY2020 Proposed Budget is a sound fiscal document that provides resources to ensure a well-run City government and meets the needs of our community 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. Encourage sustainable economic growth and partnerships through business and workforce development.
2. Promote and accelerate revitalization of catalyst sites and other areas throughout the city.
3. Enhance the quality of life for all Winchester residents by increasing cultural, recreational and tourism opportunities; enhance and maintain infrastructure; and promote and improve public safety.
4. Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation.

### Basis of Budgeting

The City's budget is adopted annually on a basis consistent with generally accepted accounting principles (GAAP). Governmental and Fiduciary Funds use the modified accrual method of accounting under which revenues are recognized when they are both measurable and available to finance current expenditures and expenditures are recognized when the services are incurred or goods received. Enterprise Funds use the full accrual method of accounting, which recognizes the financial effect of events that impact the fund during the accounting period, regardless of whether case was received or spent. The remaining funds are presented using the modified accrual method. All budget appropriations lapse at year-end.

### 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.

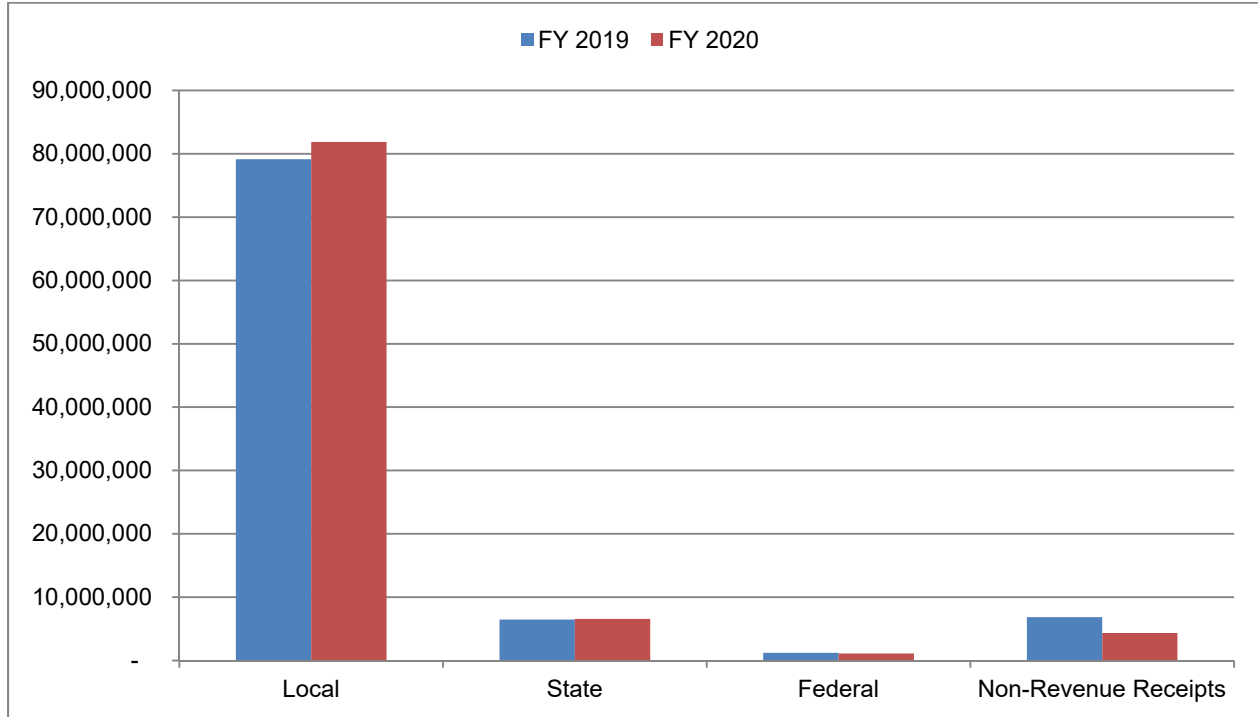
### General Fund Revenues:

General Fund estimated revenues total \$93,882,000, an increase of \$228,000 from the FY 2019 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 four categories is presented in the following pages.

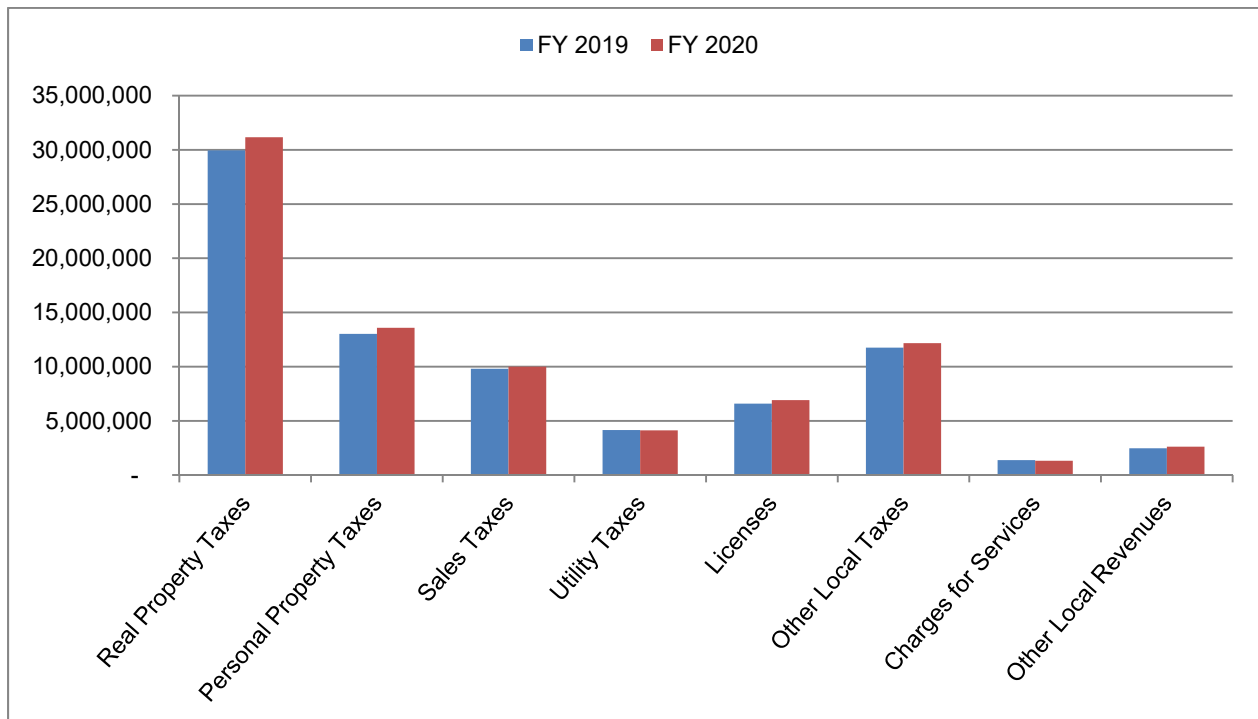


## Budget Overview

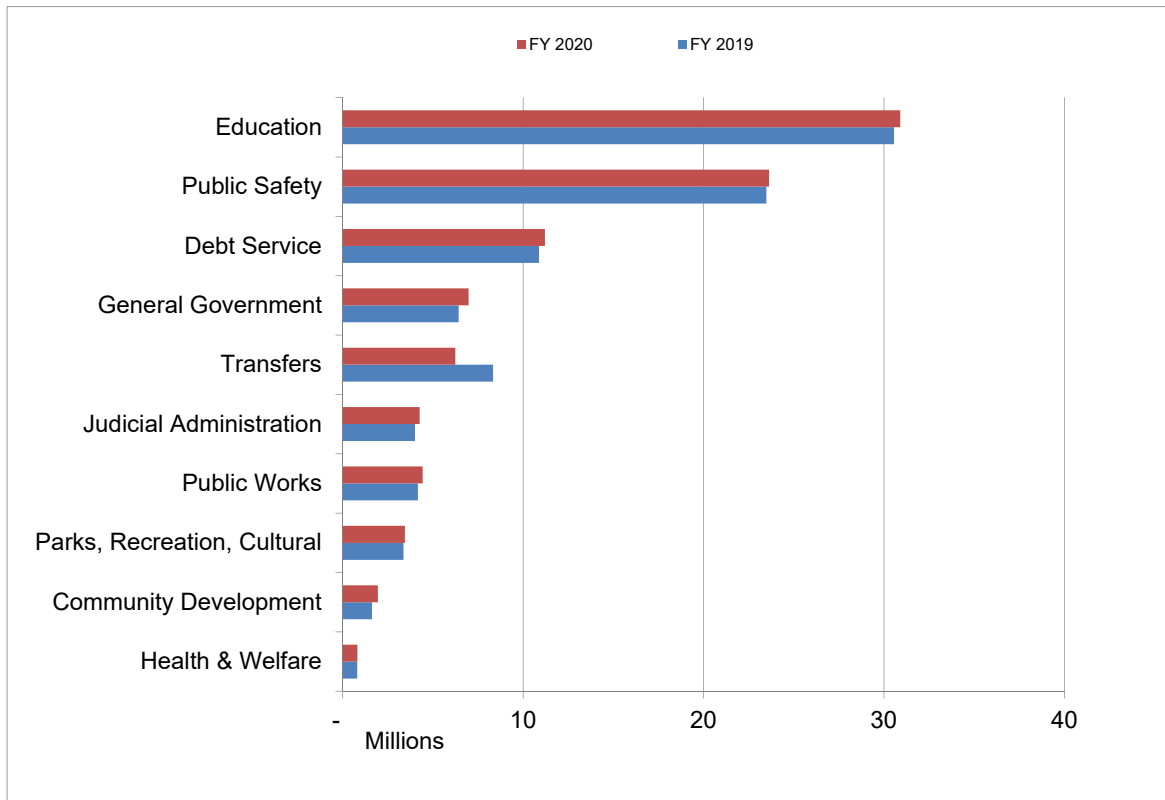
### General Fund Revenues by Source FY20 vs. FY19



### General Fund Local Revenues by Source FY20 vs. FY19



### General Fund Use of Funds FY20 vs. FY19



### Major Local Revenue – Descriptions and Trend Data

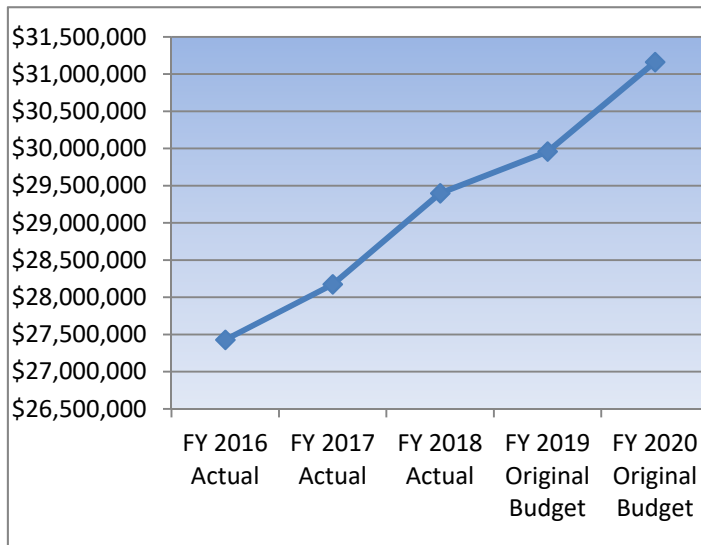
An analysis of changes in the major categories of revenue is as follows:

#### A. Local Taxes

Local taxes are the largest category of revenues for the City. Local taxes comprise 87.2% of all FY 2020 General Fund revenues. The local tax category is expected to increase approximately 3.4% or \$2,726,400 compared to the adopted FY 2019 budget. 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:

## Budget Overview

### 1. Real Property Tax – \$1,203,000

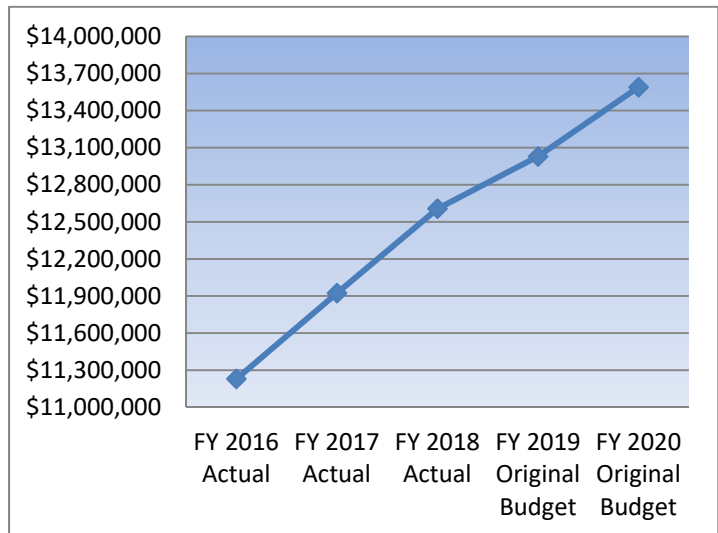


The real estate tax is the single largest source of revenues for the City of Winchester. Real property taxes are expected to increase 4.0% over the FY 2019 adopted revenue budget due to a real estate tax rate increase. Assessments to establish property values occur on a bi-annual calendar year basis. Assessments on new construction are completed throughout the year. The City's latest complete assessment was effective January 1, 2019. Overall real property assessment values in the City increased by 2.7%. For FY 2019,

the rate at which taxes on real property are assessed is \$0.93 per \$100 of assessed value an increase from the FY 2018 of \$0.91 per \$100 of assessed value.

### 2. Personal Property Tax – \$560,000

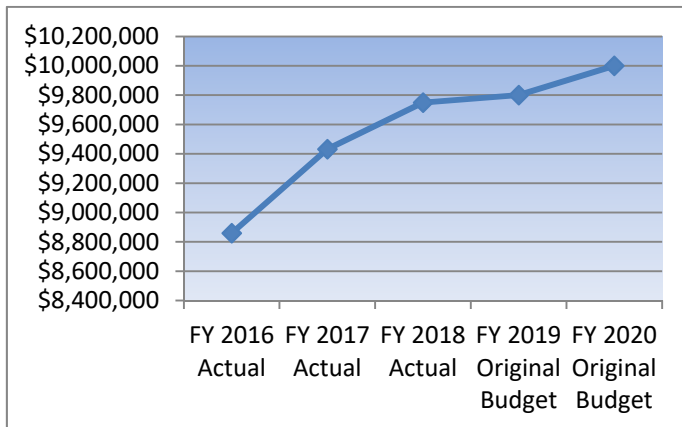
Personal Property taxes are expected to increase 4.3% over the FY 2019 adopted revenue budget. Personal Property taxes are levied on all tangible property owed within the City's limits, including registered vehicles and business furniture and equipment. Mobile Homes are also included in this category for taxation purposes. Rates for business furniture and equipment remain unchanged from last year at \$4.50/\$100 assessed valuation. Rates for all other personal property including vehicles increased effective July 1, 2017 to \$4.80/\$100 assessed valuation, this new revenue neutral rate eliminates the annual license fee ranging from \$10 to \$36 per year and incorporates into the new rate.





## Budget Overview

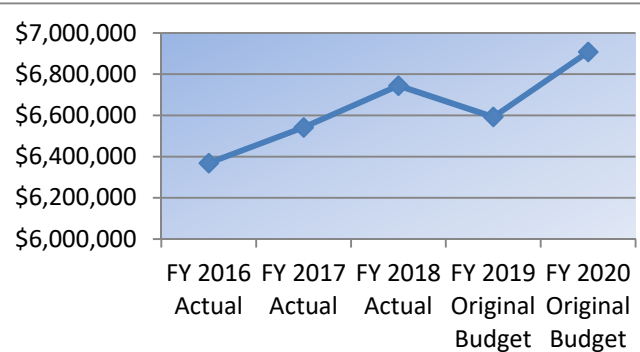
### 3. Sales Tax – \$200,000



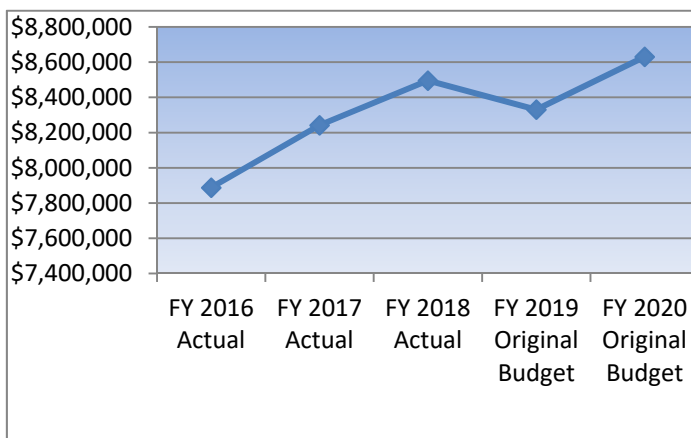
Sales tax is expected to increase 2.0% over the FY 2019 adopted revenue budget. Sales Taxes are revenues received by the City from the 5.3 cent State sales tax generated within the City. Growth in this revenue has been positive the past few years and will continue to be strong as confidence in the economy improves.

### 4. Business and Professional License Tax - \$315,000

The business license tax revenue is expected to increase 4.8% over the FY 2019 adopted revenue budget. The business license revenue increase is a good indicator that the local economy is strong and growing.



### 5. Meals Tax - \$300,000



Meals tax is a consumer-driven source of revenue and another major revenue source for the City of Winchester. The current Meals tax rate is 6.0%. Meals tax revenue is expected to increase 3.6% over the FY 2019 revenue budget.

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

**\$76,900**

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 4.2% of the General Fund revenues. The major charges for services categories are discussed as follows:

1. **Permits, Fees, and Licenses – \$13,900** – This category of revenue is comprised mainly of inspection fees and permits related to the construction industry.
2. **Charges for Services – \$(65,000)** – This category of revenue consists of fees for services, such as fire inspection, false alarm, and parks and recreation fees.
3. **Recovered Cost/Miscellaneous – \$128,000** – 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 the reduction of court fines.

### **C. Intergovernmental Revenue**

**\$(10,800)**

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 2020 revenue estimate is projected to decrease 0.01% from the FY 2019 adopted budget. The major categories of intergovernmental revenue are discussed as follows:

1. **Non-Categorical Aid – \$(11,000)** – 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 – \$88,100** – 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.
3. **Other Categorical Aid – \$(87,900)** – This category of revenue consists of State 599 police funds and Federal grants funding. The decrease in revenue in this category is due to one-time funding in FY 2019 for an Assistance to Firefighters grant to purchase first responder safety equipment and E911 Wireless Service Board grant.

## Budget Overview

### Special Revenue Fund Revenues

1. **Social Services Fund** – Estimated revenues for the Human Services Fund total \$9,585,000. Revenues are mainly comprised of state revenues of \$3,673,598, federal revenues of \$2,975,602 and General Fund support of \$2,885,500.
2. **Highway Maintenance Fund** – Estimated revenues of the Highway Maintenance Fund total \$4,655,000. Revenues are mainly comprised of state revenues of \$3,864,400 and General Fund supplement of \$780,000. The General Fund supplement will fund \$500,000 for paving and \$280,000 for equipment replacement.
3. **Transit Fund** – Estimated revenues of the Transit Fund total \$1,101,000. Revenues are comprised of \$110,000 charges for services, \$206,000 state revenues, \$495,700 federal revenues, and \$289,300 of General Fund support.
4. **Emergency Medical Services Fund (EMS)** – Estimated revenues of the EMS Fund total \$1,150,000. 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 \$658,000 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 \$1,986,000 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 \$26,855,000. These revenues consist of funds transferred from the General Fund and proceeds from the sale of general obligation bonds.

### Enterprise Fund Revenues

Utilities Fund revenues are estimated to be \$27,940,000. 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.

## Budget Overview

### Internal Service Funds

1. **Employee Benefits Fund** – Revenues are estimated to be \$858,000. 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 \$1,665,000. 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 \$317,000. The revenues are comprised of billings to funds and departments for actuarially determined allocation of OPEB costs.

### Budget Hierarchy

The City's FY 2020 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 Social 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.



## Budget Overview

- 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 Expenditures

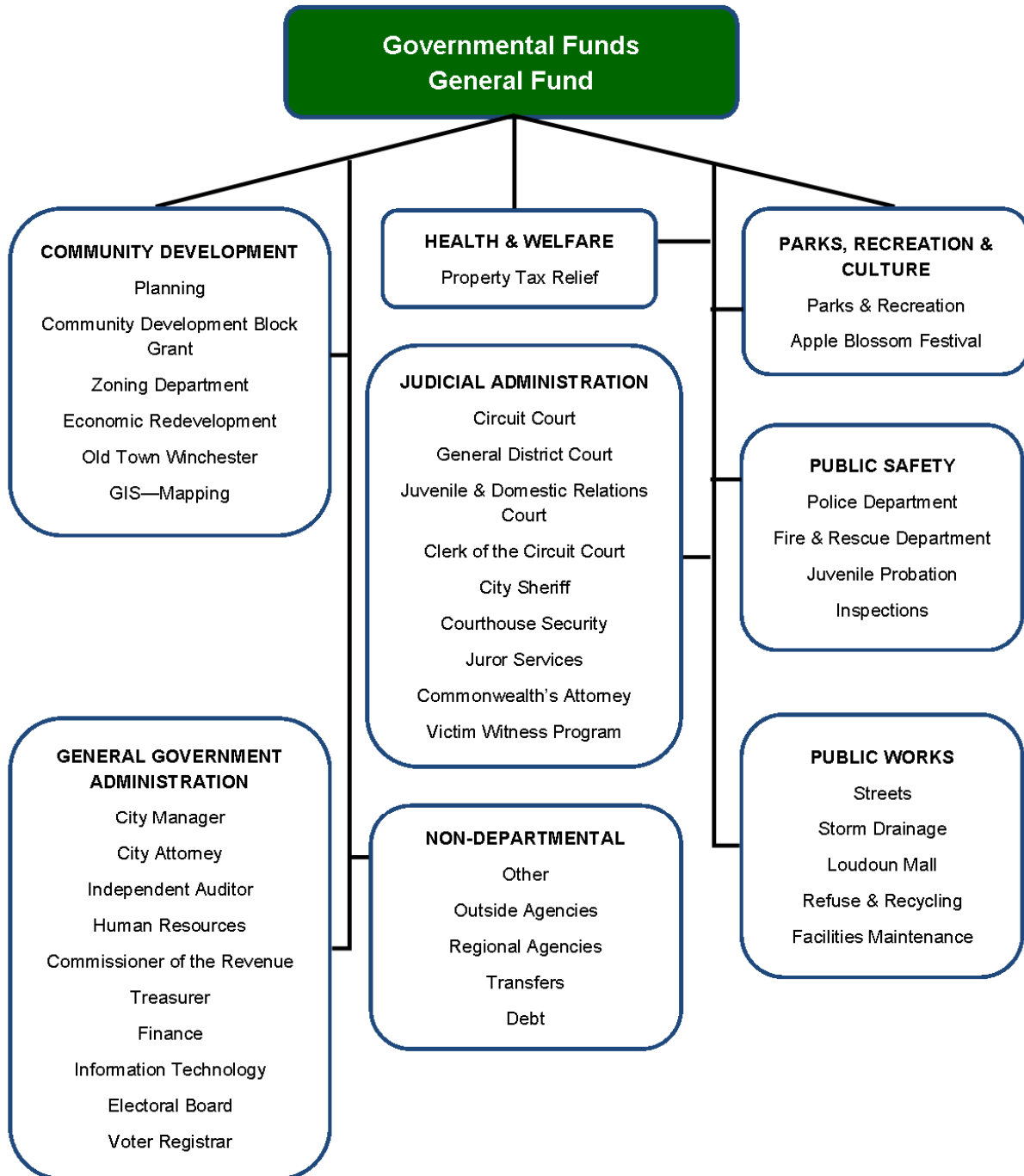
Budget expenditure sections (Departments and Divisions) are organized according to categories prescribed by the Commonwealth of Virginia's Auditor of Public Accounts. Departmental summaries may be found in the Budget Summary section of this document.

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.

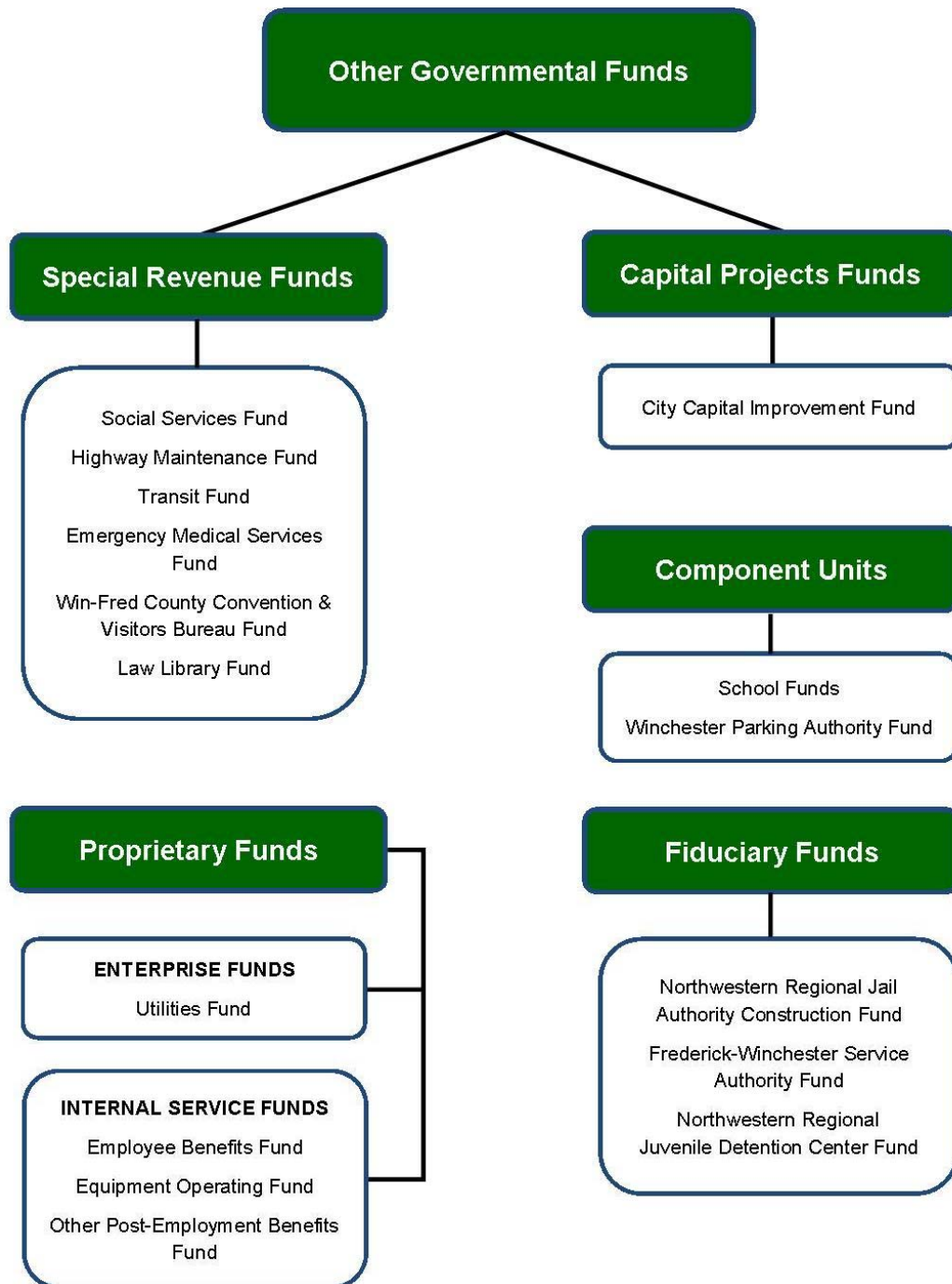
The budgeted expenditures within Division are delineated by Budget Line Items which further break down expenses into specific categories which is necessary to provide the City with the data needed to comply with its many reporting requirements. The City uses a fourteen-digit account number format where 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



### Long Range Financial Planning and Forecasts

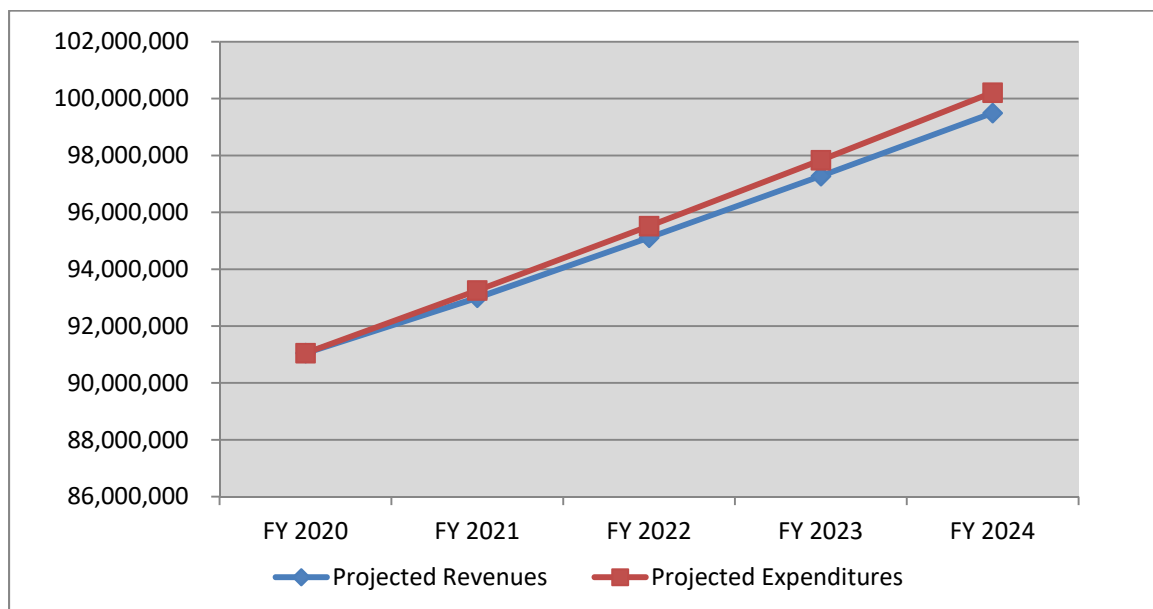
#### Long Range Planning

As part of our strategic plan, the City has implemented a 20-year financial planning model to help project revenue and expenditures through the year 2037. Factored into the financial planning model are anticipated future major capital projects. The City is planning for several road improvement projects that will leverage State revenue sharing funds and general obligation bonds. In addition, Winchester Public Schools is planning for the future renovation of the Douglas Community Learning Center to convert the facility to its central office.

The City experienced modest Local Tax revenue growth in FY 2019 from Sales, Meals, Business License, and Personal Property taxes. The City expects to see moderate growth in Real Estate Taxes in FY 2020 due to the January 1, 2019 real estate reassessment which resulted in an average taxable property assessment value increase of 3.4%. In addition, the real estate tax rate was increased by 3 cents. The City expects continued growth of overall values in real property assessments.

Going forward, City Council will need to carefully address tax rates and focus on diversifying the resources that the City currently has, such as increased redevelopment efforts throughout the City. City departments operationally will need to continue to find efficiencies and reduce departmental costs or find additional sources of revenue in order to mitigate any forecasted future revenue shortfall. These projections are based on past trends and anticipated future trends; however, it should be noted that these projections are not future commitments and are only presented for planning purposes and subject to change.

#### Projected Revenues and Expenditures FY 2020 – FY 2024





## Budget Overview

### FY 2020 – 2024 Revenue Projections

| Major Revenue Sources  |  | FY 2020           | FY 2021           | FY 2022           | FY 2023           | FY 2024           |
|------------------------|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| Real Estate Tax        |  | 31,161,000        | 31,784,220        | 32,419,904        | 33,068,302        | 33,729,669        |
| % change               |  | 4.0%              | 2.0%              | 2.0%              | 2.0%              | 2.0%              |
| Personal Property Tax  |  | 13,588,900        | 13,996,567        | 14,416,464        | 14,848,958        | 15,294,427        |
| % change               |  | 4.3%              | 3.0%              | 3.0%              | 3.0%              | 3.0%              |
| Business License Taxes |  | 6,907,500         | 7,045,650         | 7,186,563         | 7,330,294         | 7,476,900         |
| % change               |  | 4.8%              | 2.0%              | 2.0%              | 2.0%              | 2.0%              |
| Sales Taxes            |  | 10,000,000        | 10,200,000        | 10,404,000        | 10,612,080        | 10,824,322        |
| % change               |  | 2.0%              | 2.0%              | 2.0%              | 2.0%              | 2.0%              |
| Meals Taxes            |  | 8,630,500         | 8,837,632         | 9,049,735         | 9,266,929         | 9,489,335         |
| % change               |  | 3.6%              | 2.0%              | 2.0%              | 2.0%              | 2.0%              |
| Other Revenues         |  | 20,762,600        | 21,132,825        | 21,634,491        | 22,149,958        | 22,679,594        |
| % change               |  | -3.8%             | 1.8%              | 2.4%              | 2.4%              | 2.4%              |
| <b>Total Revenues*</b> |  | <b>91,050,500</b> | <b>92,996,894</b> | <b>95,111,158</b> | <b>97,276,522</b> | <b>99,494,246</b> |
| % change               |  | 2.6%              | 2.1%              | 2.3%              | 2.3%              | 2.3%              |

\*Less one-time fund balance usage.

These five revenue sources comprise approximately 77.2% of the General Fund's operating budget, not including one-time fund balance usage in FY 2020:

**Real Estate Tax:** The total value of real taxable property, including new construction, increased by 3.4% in FY 2019. The City assesses real property every two years; the latest assessment was effective January 1, 2019. Residential assessments increased by 5.1% and multi-family assessments increased by 4.7%. The next reassessment will be effective January 1, 2021. Growth projections are 2.0% in future years.

**Personal Property Tax:** In addition to changes in personal property tax assessments, this revenue may also grow as the burden is shifted from the State (frozen Car Tax Relief) to the taxpayer. State car tax relief percentages are adjusted and approved by City Council every year. The 4.3% increase in FY 2020 is due to eliminating the annual vehicle license fee (which is reported in the "Other Local Tax" category) and creating a new revenue neutral rate of \$4.80/\$100 up from \$4.50/\$100 in FY 2017. Growth projections are 3% per year.

**Business License Taxes:** The business license revenue continues to grow which is a good indicator that the local economy is strong and growing. Growth projections are 2.0% in future years.

**Sales Taxes:** This revenue has shown consistent growth over the last 5 years and the City anticipates the growth to continue at a modest 2.0% per year.

**Meals Taxes:** The revenue is strong and continues to grow each year. Growth projections are 2.0% in future years.

## Budget Overview

### FY 2020 – 2024 Expenditure Projections

| Major Expenditure Sources    |                   |                   |                   |                   |                    |
|------------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
|                              | FY 2020           | FY 2021           | FY 2022           | FY 2023           | FY 2024            |
| Local School Contribution    | 30,839,102        | 31,455,884        | 32,085,002        | 32,726,702        | 33,381,236         |
| % change                     | 1.1%              | 2.0%              | 2.0%              | 2.0%              | 2.0%               |
| Employee Salaries & Benefits | 27,870,600        | 28,706,718        | 29,567,920        | 30,454,957        | 31,368,606         |
| % change                     | 6.0%              | 3.0%              | 3.0%              | 3.0%              | 3.0%               |
| Debt Service                 | 11,204,000        | 11,428,080        | 11,656,642        | 11,889,774        | 12,127,570         |
| % change                     | 2.9%              | 2.0%              | 2.0%              | 2.0%              | 2.0%               |
| NWRDC Regional Jail          | 4,790,840         | 4,934,565         | 5,082,602         | 5,235,080         | 5,392,133          |
| % change                     | -1.0%             | 3.0%              | 3.0%              | 3.0%              | 3.0%               |
| Social Services/CSA          | 2,885,500         | 3,000,920         | 3,120,957         | 3,245,795         | 3,375,627          |
| % change                     | 6.1%              | 4.0%              | 4.0%              | 4.0%              | 4.0%               |
| Other Expenditures           | 13,460,458        | 13,729,667        | 14,004,261        | 14,284,346        | 14,570,033         |
| % change                     | 2.0%              | 2.0%              | 2.0%              | 2.0%              | 2.0%               |
| <b>Total Expenditures*</b>   | <b>91,050,500</b> | <b>93,255,834</b> | <b>95,517,382</b> | <b>97,836,654</b> | <b>100,215,204</b> |
| % change                     | 2.6%              | 2.4%              | 2.4%              | 2.4%              | 2.4%               |

\*Less one-time fund balance usage.

**Local School Contribution:** The City does not have a set funding formula for the Winchester Public Schools. The Winchester Public School Board adopts a proposed budget with the recommended local funding amount included. The City Manager then makes a recommendation for the School contribution to City Council based on the City's projected revenues and expenditures.

**Employee Salaries and Benefits:** This represents the total amount needed to cover employee's salaries and benefits. The future projected growth is 3.0% per year.

**Debt Service:** These funds are required to pay off the City's long-term debt and are based on the Five-Year Capital Improvement Plan and Debt Service payment schedules.

**NWRDC Regional Jail:** These funds are required to pay for the City's share of the Adult Regional Jail costs. It is difficult to project these costs as they are driven by inmate population and operational costs of the Jail.

**Social Services/CSA:** The City of Winchester is the fiscal agent for funds provided under the Comprehensive Services Act (CSA). The City of Winchester is responsible for the overall administration of these funds in accordance with state and local policy. The purpose of these funds is to preserve families and provide appropriate services while protecting the welfare of children and maintaining the safety of the public. With recent changes at the State level, there has been an increase in residential placements pushing the budget for the City of Winchester higher. There are also more children being served with these funds.

### 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.

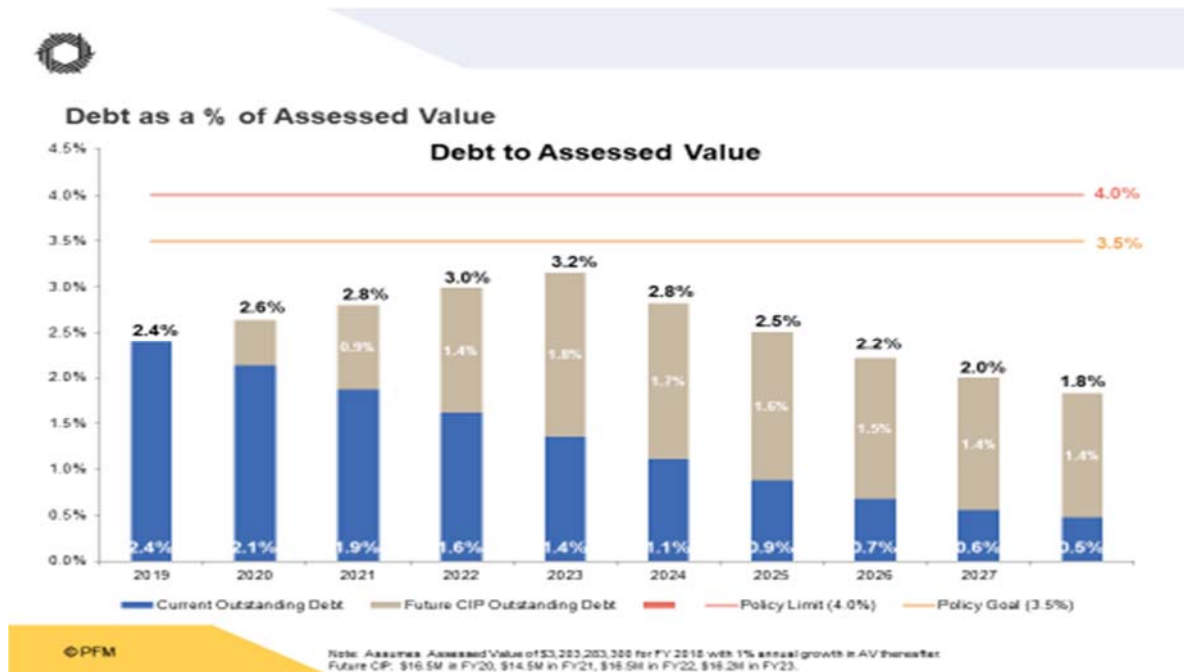
### C. **Debt Management Policies**

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%.

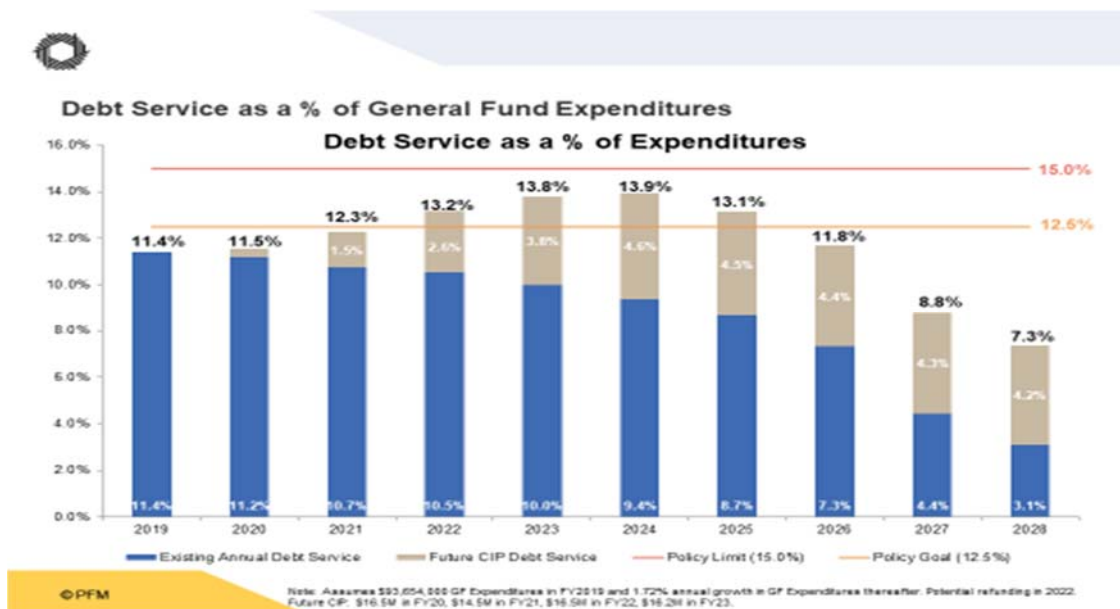


## Key Debt Ratios

### Debt as a Percentage of Assessed Value



### Debt Service as a Percentage of General Fund Expenditures



### 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.
3. The City will identify future costs of the anticipated projects and budget accordingly to reduce budget overages, before approval and 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 is 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 meet the shortfalls. The FY 2020 budget was balanced using a combination of expenditure reductions and increased local taxes.

## Budget Overview

### 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 meetings are held to obtain citizen comments, with a formal public hearing held prior to budget adoption.
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.

# Budget Overview

## CITY OF WINCHESTER BUDGET CALENDAR FOR FISCAL YEAR 2020

| Month         | City Council  | City Administration  |
|---------------|---|--|
| October 2018  |   | October 29<br>- Budget Kickoff Meeting<br>- Distribution of instructions and forms   |
| November 2018 |   | All November<br>- Budget development by City Departments<br>- NaviLine budget entry training for City Departments as requested   |
| December 2018 |   | All December<br>- Continued budget development by City Departments<br>December 28<br>- Budget development complete by City Departments; including entry into NaviLine. CIP, Equipment Replacement forms and Personnel requests submitted to Finance. ITP forms to I&IS |
| January 2019  |   | All January<br>- Department budget requests reviewed by Finance  |
| February 2019 |   | February 1 - 15<br>- City Manager reviews budget requests with Department Directors, including CIP, ITP and Equipment Replacement Plans  |
| March 2019    | March 5<br>- Budget Work Session - #1<br>March 12<br>- Winchester Public Schools FY 2020 Budget Presentation to City Council<br>March 19<br>Budget Work Session - #2<br>March 26<br>- FY 2020 Budget Options and Tax Rate Ordinance Presentation  | All March<br>- City Manager and Finance develop draft budget<br>March 20<br>- Real Estate Not to Exceed Tax Rate Ad published in the newspaper   |
| April 2019    | April 9<br>- FY 2020 Budget Options and First Reading of the Real Estate Tax Rate Ordinance<br>April 23<br>- Second Reading, Public Hearing and Adoption of Real Estate Tax Rate Ordinance<br>- FY 2020 City Manager Proposed Budget Presentation | All April<br>- City Manager continues to review and make revisions to budget as necessary<br>April 24<br>- Planning Director submits Five-Year CIP to Planning Commission for recommendation   |
| May 2019      | May 14<br>- First Reading of the FY 2020 Budget Ordinance<br>May 28<br>- Second Reading, Public Hearing and Adoption of FY 2020 Budget  | May 1-13<br>- City Manager finalizes FY 2020 budget recommendations<br>May 20<br>- FY 2020 Budget Ad published in newspaper  |
| June 2019     |   | June 28<br>- FY 2020 Adopted Budget available on City Website  |

## Budget Overview

City-wide staffing changes and authorizations from FY 2018 to FY 2020 are shown in the following table. There were 39 new position requests from staff for the FY 2020 budget, 23 new positions were approved and four positions were eliminated for a net increase of 19 positions. There are no authorized but unfunded positions in FY 2020.

| FY 2020 Summary of Classified Employee Authorizations and Changes |                                   |                              |                              |                              |                          |  |
|---|-----------------------------------|------------------------------|------------------------------|------------------------------|--------------------------|--|
| Division  | Department                        | FY 2018 Positions Authorized | FY 2019 Positions Authorized | FY 2020 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                         | 2.50                         | None                     | 1 FT shared with 1102                          |
| 1220  | Communications                    | 2.00                         | 2.00                         | 2.00                         | None                     | Requested 1 new position (not approved)        |
| 1221  | City Attorney                     | 3.00                         | 3.00                         | 2.00                         | Eliminated 1 FT position | Eliminated 1 FT unfunded position              |
| 1226  | Human Resources                   | 5.00                         | 5.00                         | 5.00                         | None                     |  |
| 1231  | Commissioner of the Revenue       | 8.00                         | 8.00                         | 8.00                         | None                     |  |
| 1241  | Treasurer                         | 6.00                         | 6.00                         | 6.00                         | None                     |  |
| 1243  | Finance                           | 6.00                         | 6.00                         | 6.00                         | None                     |  |
| 1251  | Innovation & Information Services | 9.00                         | 9.00                         | 10.00                        | Added 1 FT position      |  |
| 1321  | Office of Elections               | 2.00                         | 2.00                         | 2.00                         | None                     | Formerly Voter Registrar                       |
| 2111  | Circuit Court                     | 1.00                         | 1.00                         | 1.00                         | None                     |  |
| 2161  | Clerk of Circuit Court            | 8.00                         | 8.00                         | 8.00                         | None                     |  |
| 2171  | Sheriff                           | 15.00                        | 15.00                        | 14.00                        | Eliminated 1 FT position | Converted 1 FT position to 2 PT positions      |
| 2173  | Courthouse Security               | 2.00                         | 2.00                         | 2.00                         | None                     |  |
| 2211  | Commonwealth Attorney             | 15.00                        | 16.00                        | 16.00                        | None                     | Added 1 FT grant funded position mid-year FY19 |
| 2223  | Victim Witness                    | 2.00                         | 2.00                         | 2.00                         | None                     |  |
| 3111  | Police                            | 87.00                        | 87.00                        | 89.00                        | Added 2 FT positions     |  |
| 3172  | Police Grants                     | 0.00                         | 1.00                         | 1.00                         | None                     | Added 1 FT grant funded position mid-year FY19 |
| 3211  | Fire & Rescue                     | 62.00                        | 62.00                        | 63.00                        | Added 1 FT position      | Requested 3 new positions (2 not approved)     |
| 3421  | Inspections                       | 7.50                         | 7.50                         | 7.50                         | None                     | 1 FT shared with 8111                          |
| 3551  | Emergency Management              | 2.00                         | 2.00                         | 2.00                         | None                     |  |
| 3572  | ECC                               | 15.00                        | 15.00                        | 15.00                        | None                     | Requested 1 new position (not approved)        |
| 4121  | Streets                           | 1.00                         | 1.00                         | 1.00                         | None                     |  |



# Budget Overview

| FY 2020 Summary of Classified Employee Authorizations and Changes |                        |                              |                              |                              |                           |   |
|---|------------------------|------------------------------|------------------------------|------------------------------|---------------------------|---|
| Division  | Department             | FY 2018 Positions Authorized | FY 2019 Positions Authorized | FY 2020 Positions Authorized | Change                    | Comments                                |
| 4131  | Storm Drainage         | 1.00                         | 1.00                         | 1.00                         | None                      |   |
| 4135  | Loudoun Mall           | 1.00                         | 0.00                         | 0.00                         | None                      |   |
| 4231  | Refuse                 | 18.00                        | 18.00                        | 18.00                        | None                      |   |
| 4322  | JJC                    | 3.00                         | 3.00                         | 3.00                         | None                      |   |
| 4324  | Facilities Maintenance | 12.00                        | 16.00                        | 16.00                        | None                      |   |
| 7111  | P&R Supervision        | 5.00                         | 4.00                         | 4.00                         | None                      |   |
| 7115  | Special Events         | 0.00                         | 1.00                         | 1.00                         | None                      |   |
| 7121  | P&R Maintenance        | 11.00                        | 8.00                         | 8.00                         | None                      |   |
| 7125  | Community Rec          | 0.00                         | 1.00                         | 1.00                         | Moved from 7111           |   |
| 7133  | P&R Indoor Pool        | 2.00                         | 2.00                         | 2.00                         | None                      |   |
| 7135  | War Memorial           | 0.00                         | 2.00                         | 2.00                         | None                      |   |
| 7137  | Child Care             | 3.00                         | 3.00                         | 3.00                         | None                      | Requested 1 new position (not approved) |
| 7138  | P&R Athletics          | 2.00                         | 2.00                         | 2.00                         | None                      |   |
| 8111  | Planning               | 3.00                         | 3.00                         | 3.00                         | None                      | 1 FT shared with 3421 and 8141          |
| 8141  | Zoning                 | 2.50                         | 2.50                         | 2.50                         | None                      | 1 FT shared with 8111                   |
| 8151  | Development Services   | 3.00                         | 3.00                         | 5.00                         | Added 2 FT positions      |   |
| 8171  | Old Town Winchester    | 2.00                         | 2.00                         | 0.00                         | Eliminated 2 FT positions |   |
| 8181  | GIS                    | 1.00                         | 1.00                         | 1.00                         | None                      |   |
| <b>Total General Fund</b>   |                        | <b>331.00</b>                | <b>336.00</b>                | <b>338.00</b>                |                           |   |
| <b>Social Services</b>  |                        |                              |                              |                              |                           |   |
| 5311  | Welfare Administration | 47.00                        | 51.00                        | 51.00                        | None                      | 3 FT added mid-year FY19                |
| 5327  | Housing Assistance     | 2.00                         | 2.00                         | 2.00                         | None                      |   |
| <b>Total Social Services</b>                                      |                        | <b>49.00</b>                 | <b>53.00</b>                 | <b>53.00</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                         | 6.00                         | 6.00                         | None                      |   |
| 4151  | Arborist               | 2.00                         | 2.00                         | 2.00                         | None                      |   |
| <b>Total Highway Maintenance</b>                                  |                        | <b>24.00</b>                 | <b>25.00</b>                 | <b>25.00</b>                 |                           |   |

# Budget Overview

| FY 2020 Summary of Classified Employee Authorizations and Changes |                         |                              |                              |                              |                       |                       |
|---|-------------------------|------------------------------|------------------------------|------------------------------|-----------------------|-----------------------|
| Division  | Department              | FY 2018 Positions Authorized | FY 2019 Positions Authorized | FY 2020 Positions Authorized | Change                | Comments              |
| <b>Transit Fund</b>   |                         |                              |                              |                              |                       |                       |
| 4611  | Fixed Route             | 9.00                         | 9.00                         | 11.00                        | Added 2 FT positions  |                       |
| 4612  | Paratransit             | 3.00                         | 3.00                         | 3.00                         | None                  |                       |
| <b>Total Transit</b>  |                         | <b>12.00</b>                 | <b>12.00</b>                 | <b>14.00</b>                 |                       |                       |
| <b>Emergency Medical Services Fund</b>                            |                         |                              |                              |                              |                       |                       |
| 3231  | EMS                     | 11.00                        | 11.00                        | 11.00                        | None                  |                       |
| <b>Total EMS</b>  |                         | <b>11.00</b>                 | <b>11.00</b>                 | <b>11.00</b>                 |                       |                       |
| <b>Win-Fred CVB Fund</b>  |                         |                              |                              |                              |                       |                       |
| 8153  | Tourism                 | 2.00                         | 2.00                         | 2.00                         | None                  |                       |
| <b>Total WFCVB</b>  |                         | <b>2.00</b>                  | <b>2.00</b>                  | <b>2.00</b>                  |                       |                       |
| <b>Winchester Parking Authority</b>                               |                         |                              |                              |                              |                       |                       |
| 4701  | Parking                 | 5.00                         | 5.00                         | 5.00                         | None                  |                       |
| 4706  | Parking Control         | 1.00                         | 1.00                         | 2.00                         | Added 1 FT position   |                       |
| <b>Total WPA</b>  |                         | <b>6.00</b>                  | <b>6.00</b>                  | <b>7.00</b>                  |                       |                       |
| <b>Utilities Fund</b>   |                         |                              |                              |                              |                       |                       |
| 4801  | Administration          | 6.50                         | 6.50                         | 6.50                         | None                  | 1 FT shared with 4803 |
| 4802  | Source of Supply        | 11.50                        | 11.50                        | 11.50                        | None                  | 1 FT shared with 4811 |
| 4803  | Transmission            | 18.50                        | 22.50                        | 35.50                        | Added 13 FT positions | 1 FT shared with 4801 |
| 4805  | Mechanical & Electrical | 4.00                         | 4.00                         | 4.00                         | None                  |                       |
| 4810  | Engineering             | 3.00                         | 3.00                         | 3.00                         | None                  |                       |
| <b>Total Utilities</b>  |                         | <b>43.50</b>                 | <b>47.50</b>                 | <b>60.50</b>                 |                       |                       |
| <b>Equipment Fund</b>   |                         |                              |                              |                              |                       |                       |
| 1252  | Automotive              | 8.00                         | 9.00                         | 9.00                         | None                  |                       |
| <b>Total Equipment Fund</b>                                       |                         | <b>8.00</b>                  | <b>9.00</b>                  | <b>9.00</b>                  |                       |                       |
| <b>Frederick-Winchester Service Authority</b>                     |                         |                              |                              |                              |                       |                       |
| 4811  | FWSA                    | 27.50                        | 27.50                        | 28.50                        | Added 1 FT position   | 1 FT shared with 4802 |
| 4812  | FWSA                    | 2.00                         | 2.00                         | 2.00                         | None                  |                       |
| <b>Total FWSA</b>   |                         | <b>29.50</b>                 | <b>29.50</b>                 | <b>30.50</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>551.00</b>                | <b>566.00</b>                | <b>585.00</b>                |                       |                       |

# Budget Overview

## Community Profile

### City Government

|                                  |                 |
|----------------------------------|-----------------|
| Founded                          | 1744            |
| Date of Town Charter             | 1752            |
| Date of Independent City Charter | 1874            |
| Form of Government               | Council—Manager |
| City Employees – Dec. 2018*      | 601             |

\*Includes Part-time employees.

### Physiographic

|                          |               |
|--------------------------|---------------|
| Land Area – Square Miles | 9.3 sq. miles |
| Paved – Lane Miles       | 221.0 miles   |
| Sidewalks                | 133.0 miles   |

### Utilities

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

### Largest Private Employers (2018)

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

### Taxes

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

|          |        |
|----------|--------|
| CY 2019: | \$0.93 |
| CY 2018: | \$0.91 |

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

|                            |               |
|----------------------------|---------------|
| CY 2019 Personal/Business: | \$4.80/\$4.50 |
| CY 2018 Personal/Business: | \$4.80/\$4.50 |

### City Finances – Bond Rating

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

### Population

|                         |        |
|-------------------------|--------|
| 2018 (est.) U.S. Census | 28,108 |
| 2010 U.S. Census        | 26,203 |
| 1990 U.S. Census        | 21,947 |

### Population Percent Change (2010-2018)

|            |      |
|------------|------|
| Winchester | 7.2% |
| Virginia   | 6.5% |

### Age (2017 U.S. Census)

|                           |       |
|---------------------------|-------|
| Persons under 18 years    | 22.8% |
| Persons 19-64             | 61.8% |
| Persons 65 years and over | 15.4% |

### Race and Ethnicity (2017 U.S. Census)

|                   |       |
|-------------------|-------|
| White             | 66.2% |
| Hispanic          | 17.3% |
| Asian             | 2.6%  |
| Black             | 11.9% |
| Two or more races | 3.6%  |

### Unemployment

|                    | Mar 2019 | Mar 2018 |
|--------------------|----------|----------|
| City of Winchester | 3.1%     | 3.2%     |
| Virginia           | 3.0%     | 3.3%     |
| United States      | 3.9%     | 4.1%     |

### Median Household Income

|            | 2017     |
|------------|----------|
| Winchester | \$49,330 |
| Virginia   | \$68,766 |

### Housing Units

|                  |        |
|------------------|--------|
| 2017 U.S. Census | 11,844 |
| 2010 U.S. Census | 11,872 |
| 2000 U.S. Census | 10,321 |

### Average Household Size

|                  |      |
|------------------|------|
| 2017 U.S. Census | 2.52 |
| 2010 U.S. Census | 2.39 |



### City of Winchester Employment by Industry

The largest major industry sector was Health Care and Social Assistance with 29% of the employment followed by Retail Trade with 16.9%, and Government with 10.7%. The following is a listing of major industries and the number of employed in those sectors for the 4th quarter of 2018 in the City of Winchester.

| Industry Group                                  | Employees |
|---|-----------|
| Health Care and Social Assistance               | 7,499     |
| Retail Trade                                    | 4,377     |
| Government                                      | 2,759     |
| Accommodation and Food Services                 | 2,699     |
| Manufacturing                                   | 1,423     |
| Educational Services                            | 1,225     |
| Administrative and Support and Waste Management | 1,016     |
| Management of Companies and Enterprises         | 965       |
| Professional, Scientific, and Technical Service | 840       |
| Finance and Insurance                           | 651       |
| Other Services (except Public Administration)   | 629       |
| Real Estate and Rental and Leasing              | 393       |
| Wholesale Trade                                 | 364       |
| Transportation and Warehousing                  | 316       |
| Construction                                    | 303       |
| Arts, Entertainment, and Recreation             | 210       |
| Information                                     | 140       |

*Source: Virginia Employment Commission*

## Budget Overview

### City of Winchester Principal Property Taxpayers

|                                 | December 31, 2018            |      |  |
|---------------------------------|------------------------------|------|--|
|                                 | Taxable<br>Assessed<br>Value | Rank | Percentage<br>of Total<br>Taxable<br>Assessed<br>Value |
| Mayflower Apple Blossom LP      | \$ 49,411,400                | 1    | 1.58%  |
| BRE DDR BR Winchester VA LLC    | 24,010,600                   | 2    | 0.77%  |
| Wal-Mart Realty Company         | 23,541,800                   | 3    | 0.75%  |
| PDK Winchester LC               | 20,989,400                   | 4    | 0.67%  |
| Rubbermaid Commercial Prod Inc. | 20,389,000                   | 5    | 0.65%  |
| Canterbury Hill LLC             | 20,180,700                   | 6    | 0.65%  |
| DDRM Apple Blossom Corners LLC  | 18,405,900                   | 7    | 0.59%  |
| Jubal Square LLC                | 16,450,500                   | 8    | 0.53%  |
| PV Associates LLC               | 14,688,300                   | 9    | 0.47%  |
| National Fruit Prod Co Inc.     | 14,589,400                   | 10   | 0.47%  |
| Total                           | <u>\$ 222,657,000</u>        |      | <u>7.13%</u>   |

### Economic Condition and Outlook

Winchester's economy continues to show signs of continued growth in a robust and diverse manner. Building from this ongoing growth, unemployment (as of March 2019) dropped an additional 0.1% over the previous calendar year and currently stands at 3.1%. Job creation in the city and Metropolitan Statistical Area (MSA) remains strong and since hitting a lowest point in 2010 with 53,100, our MSA has seen consistent private sector investment leading to a current job total of 65,691; representing more than a 500 job increase over the past 12 months. With the overall growth of the region, Winchester has seen the significant interest from outside businesses and developers accelerate.

Employment in the health care and social assistance field has continued to show moderate growth in Winchester, but with Manufacturing, Transportation and Warehousing, as well as Finance and Insurance seeing growth of 1.9, 3.8 and 9.9% respectively the economy is seeing continued diversification and lessened reliance on single employers/industry sectors. That being said, the Health Care and Social Assistance as an employment sector, still counts for roughly 15.6% of the region's total employment, and has displayed continued expansion for several years and remains the region's largest employment sector. The Health Care and Social Assistance sector has a projected average annual growth rate of 1.6% with current employment numbers being at 10,247 for the region. The top three Certificates required in job advertisements for the last 30 days have been for Basic Life Support (BLS), Registered Nurse (RN), and Certification in Cardiopulmonary Resuscitation (CPR).



Additionally, employment in the Accommodation and Food Service industry showed continued growth of 1.0% in Winchester in the last year with 2,723 employees. Employment growth in this sector is in correlation with Winchester's continued focus on tourism and unique restaurant/food attractions in the community.

Winchester's continued growth pattern provides valuable information into the growing employment sectors and the overall economic health of the community. Our exponential growth in the health care and social assistance sector displays our prominence as the

professional medical hub of the Northern Shenandoah Valley region. Further, it is an indicator of Winchester's overall environment and provides evidence that the community will continue its economic growth and advancement into the future. The city serves as the economic, cultural, financial, legal, real estate, political/government and social center of the northern Shenandoah Valley.

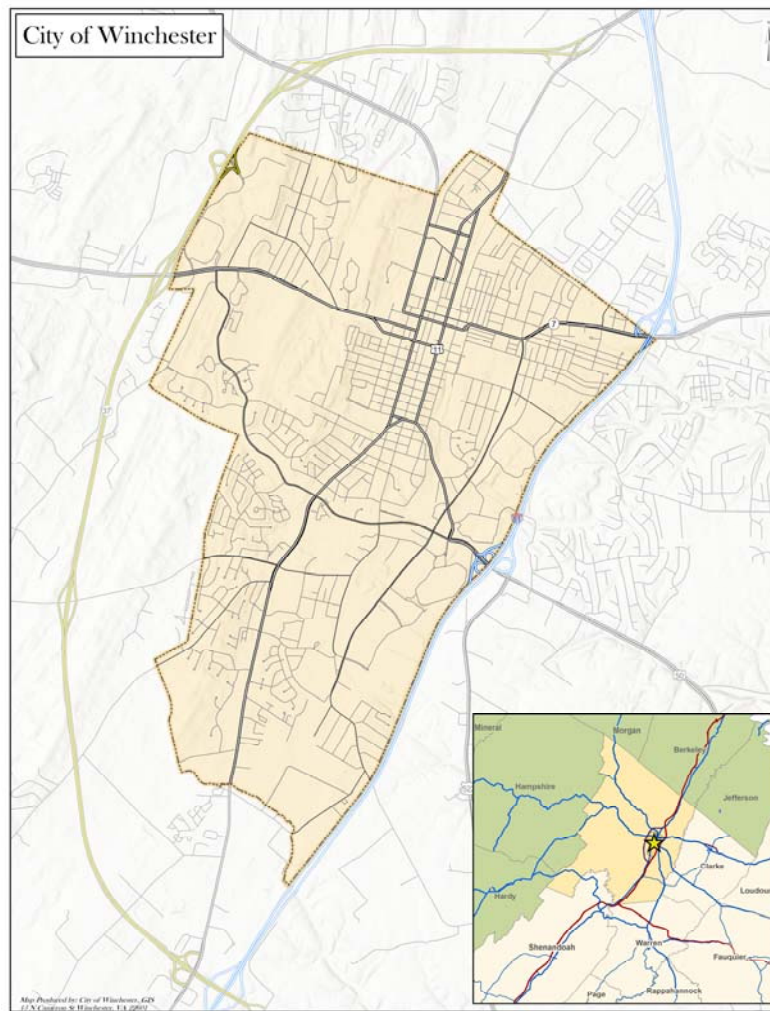


## Budget Overview

### Local Economy

The City of Winchester is located in the northern tip of Virginia in the Shenandoah Valley. Winchester, founded in 1744, is the oldest city in Virginia west of the Blue Ridge Mountains. The city currently occupies a land area of 9.3 square miles and serves a resident population of approximately 28,005. Winchester's regional labor force participation rate (civilian population 16 years old and over) stands at 62.2% percent of the population, or 13,506 people. Of individuals 25 to 64 years old in Winchester, 31.3% have a bachelor's degree or higher which compares with 31.8% in the nation.

Two major interstate highways, I-81 and I-66, and four major state highways, Routes 50, 7, 11, and 522, provide direct access to eastern markets, including Washington, D.C., 72 miles away, and Baltimore, 97 miles away. The city is the first substantial community encountered upon when traveling west after passing the Blue Ridge Mountains, and is surrounded by Frederick County. As a regional employment and health care center, the city's daytime population increases to approximately 75,000.



## Budget Overview

The City is the region's commercial, industrial, and medical center serving a 75-mile radius. Because of the City's position as a regional economic center and its extensive highway system, the City's workforce is drawn from a substantially broader area. Employers in the area offer a wide variety of private sector jobs ranging from agriculture, forestry, and manufacturing, to retail, professional, educational, and medical services.



The City's largest employer is Valley Health Systems, which owns and operates the Winchester Medical Center and five smaller primary care hospitals in the region along with other related services such as urgent care clinics, home health services, a childcare facility, and transport services. A level II trauma center, the Winchester Medical Center is a non-profit, regional referral hospital, serving the tri-state region surrounding the city. The 445-bed facility offers a full range of inpatient and outpatient diagnostic, medical, surgical and

rehabilitative services. In addition to Valley Heath's growing presence in Winchester, the healthcare sector is growing through additional providers expanding within the City of Winchester as well. Healthcare Development Partners have received approval for an investment of approximately \$50 million into the former Winchester Medical Center hospital site on Cork Street. This facility would consist of a mix of residential and medical offerings broadening the city's appeal as a destination for healthcare services but also for retirement.

Also, located within Winchester is Shenandoah University, a United Methodist Church-affiliated institution, which was founded in 1875 in Dayton, Virginia, and moved to Winchester in 1960. Today, Shenandoah University has an enrollment of approximately 4,400 students. These students participate in more than 100 programs of study at



the undergraduate, graduate, doctorate and professional levels in seven schools: the College of Arts and Sciences, School of Business, School of Health Professions, Shenandoah Conservatory, School of Pharmacy, School of Nursing, and School of Education and Human Development. The University has continued to grow its presence in downtown Winchester through the creation of housing, administrative and classroom facilities. Shenandoah University photo by Caleb Rouse.



## Budget Overview



The Old Town Mall, a pedestrian mall in the City's downtown, offers a wide range of boutiques, specialty shops and restaurants and is often viewed as the cultural center of the community. Recent revitalization efforts have led to continued investment in real estate and 20 new businesses opened in Old Town Winchester in 2018.





## Budget Overview

The City serves as the major retail center for the region. Apple Blossom Mall, an enclosed regional shopping center, contains Sears, Belk, and J.C. Penney as its anchors, along with an additional 85 specialty stores. Plazas such as Apple Blossom Corners, Winchester Crossing, Winchester Station and Winchester Plaza house Martin's, Staples, Kohl's, Home Goods, Books-A-Million, Michael's, Old Navy, Bed Bath and Beyond, Dick's Sporting Goods, and Planet Fitness. Also, serving the area are a Wal-Mart Supercenter, Lowe's, Home Depot, Target, T.J. Maxx, and Pier 1 Imports. There are also several anchorless retail centers and one life style center that house Ann Taylor Loft, Talbots, Jos A Bank Clothier, and other high-end retail stores. The city is also home to several national chain restaurants. The city also has several class A office buildings serving the professional services sector and business service entities.



In addition to the retail and healthcare industries, another top industry in Winchester is manufacturing, with large and medium-sized companies that include Continental AG, National Fruit Company (White House Foods), Rubbermaid Commercial Products, and Ashworth Brothers, Inc. The companies in Winchester's manufacturing industry provide more than 1,500 jobs for the city.

## Revenue & Expenditure Summary by Fund

|                                   | General<br>Fund   | Special<br>Revenue<br>Funds | Capital<br>Improvement<br>Fund | Winchester<br>Parking<br>Authority | School<br>Funds   |
|-----------------------------------|-------------------|-----------------------------|--------------------------------|------------------------------------|-------------------|
| <b>Revenues</b>                   |                   |                             |                                |                                    |                   |
| General Property Taxes            | 44,749,900        |                             |                                |                                    |                   |
| Other Local Taxes                 | 33,188,000        |                             |                                |                                    |                   |
| Permits, privilege fees           | 379,700           |                             |                                |                                    |                   |
| Fines & forfeitures               | 155,000           |                             |                                | 130,000                            |                   |
| Use of money & property           | 250,000           | 8,600                       |                                |                                    | 93,500            |
| Charges for services              | 1,315,900         | 1,308,000                   |                                | 1,253,000                          | 6,658,788         |
| Miscellaneous                     | 941,000           | 507,500                     | 1,509,000                      | 3,000                              | 585,950           |
| Recovered costs                   | 889,500           |                             |                                |                                    |                   |
| Intergovernmental                 |                   |                             |                                |                                    |                   |
| Commonwealth                      | 6,556,500         | 7,743,998                   | 6,456,000                      |                                    | 27,204,508        |
| Federal                           | 1,107,000         | 3,475,302                   | 250,000                        |                                    | 5,595,598         |
| Sale of Bonds                     |                   |                             | 16,500,000                     | 600,000                            |                   |
| Transfers In                      | 1,400,000         | 4,105,300                   | 2,140,000                      |                                    | 31,213,238        |
| Fund Balance                      | 2,949,500         | 50,300                      |                                |                                    | 1,900,000         |
| <b>Total revenues</b>             | <b>93,882,000</b> | <b>17,199,000</b>           | <b>26,855,000</b>              | <b>1,986,000</b>                   | <b>73,251,582</b> |
| <b>Expenditures</b>               |                   |                             |                                |                                    |                   |
| General government administration | 6,975,290         |                             |                                |                                    |                   |
| Judicial administration           | 4,263,925         | 50,000                      |                                |                                    |                   |
| Public safety                     | 23,630,468        | 1,150,000                   |                                | 105,900                            |                   |
| Public works                      | 4,437,700         | 5,756,000                   | 13,155,000                     | 1,361,300                          |                   |
| Health & Welfare                  | 813,291           | 9,585,000                   |                                |                                    |                   |
| Education                         | 30,904,412        |                             |                                |                                    | 69,373,966        |
| Parks, recreation, and culture    | 3,454,420         |                             | 3,200,000                      |                                    |                   |
| Community development             | 1,953,194         | 658,000                     |                                |                                    |                   |
| Transfers Out                     | 6,245,300         |                             | 10,500,000                     |                                    | 3,877,616         |
| Debt service                      | 11,204,000        |                             |                                | 518,800                            |                   |
| <b>Total expenditures</b>         | <b>93,882,000</b> | <b>17,199,000</b>           | <b>26,855,000</b>              | <b>1,986,000</b>                   | <b>73,251,582</b> |

All



FY 2020 Budget

## Revenue & Expenditure Summary by Fund

| Enterprise<br>Funds | Internal<br>Service<br>Funds | Fiduciary<br>Funds | Total<br>All Funds | Transfers<br>Other<br>Funds | Grand<br>Total<br>Less Transfers |
|---------------------|------------------------------|--------------------|--------------------|-----------------------------|----------------------------------|
|                     |                              |                    | 44,749,900         |                             | 44,749,900                       |
|                     |                              |                    | 33,188,000         |                             | 33,188,000                       |
|                     |                              |                    | 379,700            |                             | 379,700                          |
|                     |                              |                    | 285,000            |                             | 285,000                          |
| 16,000              | 10,000                       | 8,000              | 386,100            |                             | 386,100                          |
| 26,027,000          | 317,000                      | 9,300,690          | 48,180,378         |                             | 48,180,378                       |
| 2,000               |                              |                    | 3,548,450          |                             | 3,548,450                        |
|                     | 2,140,000                    | 55,000             | 3,084,500          |                             | 3,084,500                        |
|                     |                              |                    | -                  |                             | -                                |
|                     |                              | 807,902            | 48,768,908         |                             | 48,768,908                       |
| 270,000             |                              | 18,000             | 10,715,900         |                             | 10,715,900                       |
|                     |                              |                    | 17,100,000         |                             | 17,100,000                       |
|                     |                              |                    | 38,858,538         | (38,858,538)                | -                                |
| 35,900,000          | 373,000                      | 229,408            | 41,402,208         |                             | 41,402,208                       |
| <b>62,215,000</b>   | <b>2,840,000</b>             | <b>10,419,000</b>  | <b>288,647,582</b> | <b>(38,858,538)</b>         | <b>249,789,044</b>               |
|                     |                              |                    |                    |                             |                                  |
|                     | 2,722,000                    |                    | 9,697,290          |                             | 9,697,290                        |
|                     |                              |                    | 4,313,925          |                             | 4,313,925                        |
|                     |                              | 3,075,000          | 27,961,368         |                             | 27,961,368                       |
| 45,612,600          |                              | 6,347,000          | 76,669,600         |                             | 76,669,600                       |
|                     |                              |                    | 10,398,291         |                             | 10,398,291                       |
|                     |                              |                    | 100,278,378        | (13,666,622)                | 86,611,756                       |
|                     |                              |                    | 6,654,420          |                             | 6,654,420                        |
|                     |                              |                    | 2,611,194          |                             | 2,611,194                        |
| 4,451,000           | 118,000                      |                    | 25,191,916         | (25,191,916)                | -                                |
| 12,151,400          |                              | 997,000            | 24,871,200         |                             | 24,871,200                       |
| <b>62,215,000</b>   | <b>2,840,000</b>             | <b>10,419,000</b>  | <b>288,647,582</b> | <b>(38,858,538)</b>         | <b>249,789,044</b>               |



# Revenues, Expenditures and Changes in Fund Balance

## General Fund

|   | Actual<br>FY 2016 | Actual<br>FY 2017 | Actual<br>FY 2018 | Projected<br>FY 2019 | Projected<br>FY 2020 |
|---|-------------------|-------------------|-------------------|----------------------|----------------------|
| <b>Revenues</b>   |                   |                   |                   |                      |                      |
| General Property Taxes                                    | 39,043,098        | 40,096,166        | 42,004,425        | 43,336,900           | 44,749,900           |
| Other Local Taxes   | 31,025,257        | 32,064,070        | 32,848,997        | 32,676,500           | 33,188,000           |
| Permits, privilege fees                                   | 359,045           | 406,597           | 374,275           | 415,800              | 379,700              |
| Fines & forfeitures                                       | 103,149           | 80,424            | 151,034           | 150,000              | 155,000              |
| Revenues from use of money & property                     | 277,227           | 198,355           | 218,338           | 225,000              | 250,000              |
| Charges for services                                      | 1,376,776         | 1,384,426         | 1,304,251         | 1,310,000            | 1,315,900            |
| Miscellaneous   | 1,022,005         | 1,021,672         | 985,127           | 925,000              | 941,000              |
| Recovered costs   | 718,769           | 711,548           | 794,655           | 795,000              | 889,500              |
| Intergovernmental   |                   |                   |                   |                      |                      |
| Commonwealth  | 6,124,982         | 6,161,126         | 6,452,542         | 6,485,000            | 6,556,500            |
| Federal   | 589,664           | 532,676           | 434,251           | 435,000              | 1,107,000            |
| Total revenues  | 80,639,972        | 82,657,060        | 85,567,895        | 86,754,200           | 89,532,500           |
| <b>Expenditures</b>                                       |                   |                   |                   |                      |                      |
| General government administration                         | 5,314,055         | 5,278,350         | 5,761,070         | 6,230,446            | 6,975,290            |
| Judicial administration                                   | 3,577,644         | 3,646,583         | 3,858,775         | 4,008,825            | 4,263,925            |
| Public safety   | 20,417,371        | 20,193,404        | 21,361,874        | 23,175,203           | 23,593,368           |
| Public works  | 3,532,070         | 3,635,675         | 3,777,203         | 4,141,700            | 4,437,700            |
| Health & Welfare  | 824,478           | 831,790           | 753,218           | 779,700              | 813,291              |
| Education   | 28,707,234        | 29,222,718        | 30,208,188        | 29,653,322           | 30,904,412           |
| Parks, recreation, and culture                            | 2,893,206         | 3,037,578         | 3,063,164         | 3,169,320            | 3,454,420            |
| Community development                                     | 1,434,421         | 2,054,871         | 1,404,080         | 1,522,884            | 1,990,294            |
| Capital Outlay  |                   | 686,729           | 979,645           | -                    | -                    |
| Debt service  | 10,012,944        | 10,704,586        | 10,302,749        | 10,884,300           | 11,204,000           |
| Total expenditures  | 76,713,423        | 79,292,284        | 81,469,966        | 83,565,700           | 87,636,700           |
| Excess (deficiency) of revenues over (under) expenditures | 3,926,549         | 3,364,776         | 4,097,929         | 3,188,500            | 1,895,800            |
| <b>Other Financing Sources (Uses)</b>                     |                   |                   |                   |                      |                      |
| Sale of property  | 11,250            | 795,000           | 3,443             | -                    | -                    |
| Insurance recoveries                                      | 139,712           | 51,170            | 32,996            | -                    | -                    |
| Proceeds from bond issuance                               | -                 | -                 | 16,660,000        | -                    | -                    |
| Proceeds from premium on bond issuance                    | -                 | -                 | 2,751,878         | -                    | -                    |
| Issuance of refunding debt                                | -                 | -                 | (19,151,899)      | -                    | -                    |
| Transfers in  | 1,600,000         | 1,600,000         | 1,500,000         | 1,586,000            | 1,568,000            |
| Transfers out   | (4,631,504)       | (3,851,618)       | (4,395,255)       | (8,338,300)          | (6,245,300)          |
| Total other financing sources & uses                      | (2,880,542)       | (1,405,448)       | (2,598,837)       | (6,752,300)          | (4,677,300)          |
| Net change in fund balances                               | 1,046,007         | 1,959,328         | 1,499,092         | (3,563,800)          | (2,781,500)          |
| Beginning fund balance                                    | 22,082,376        | 23,128,383        | 25,087,711        | 26,586,803           | 23,023,003           |
| <b>Ending fund balance</b>                                | <b>23,128,383</b> | <b>25,087,711</b> | <b>26,586,803</b> | <b>23,023,003</b>    | <b>20,241,503</b>    |
| <b>Percent Change</b>                                     | <b>4.7%</b>       | <b>8.5%</b>       | <b>6.0%</b>       | <b>-13.4%</b>        | <b>-12.1%</b>        |

The General Fund is projected to use \$2.1 million of fund balance in FY2020 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. The projected FY2020 unassigned fund balance is 20.9% of the General Fund expenditures.



# Revenues, Expenditures and Changes in Fund Balance

## Capital Improvement Fund

|   | Actual<br>FY 2016 | Actual<br>FY 2017 | Actual<br>FY 2018 | Projected<br>FY 2019 | Budget<br>FY 2020 |
|---|-------------------|-------------------|-------------------|----------------------|-------------------|
| <b>Revenues</b>   |                   |                   |                   |                      |                   |
| Revenues from use of money & property                     | 22,916            | 68,106            | 104,440           | 75,000               | -                 |
| Recovered costs   | 968,429           | 356,983           | 689,673           | 358,424              | 1,509,000         |
| Intergovernmental   |                   |                   |                   |                      |                   |
| Frederick County  | 48,868            | -                 | -                 | -                    | -                 |
| Commonwealth  | 2,658,693         | 524,184           | 949,014           | 650,000              | 6,456,000         |
| Federal   | 889,746           | 343,456           | 311,074           | 25,000               | 250,000           |
| Total revenues  | 4,588,652         | 1,292,729         | 2,054,201         | 1,108,424            | 8,215,000         |
| <b>Expenditures</b>                                       |                   |                   |                   |                      |                   |
| Judicial administration                                   | 1,841,084         | -                 | -                 | -                    | -                 |
| Public safety   | 2,830,043         | -                 | -                 | -                    | -                 |
| Public works  | 6,272,822         | -                 | -                 | -                    | -                 |
| Health & Welfare  | -                 | -                 | -                 | -                    | -                 |
| Parks, recreation, and culture                            | 1,031,085         | -                 | -                 | -                    | -                 |
| Education   | 1,000,000         | -                 | -                 | -                    | -                 |
| Community development                                     | -                 | -                 | -                 | -                    | -                 |
| Capital Outlay  | -                 | 4,037,473         | 7,262,679         | 5,061,099            | 16,355,000        |
| Bond issuance costs                                       | 75,256            | 55,800            | -                 | -                    | -                 |
| Total expenditures  | 13,050,290        | 4,093,273         | 7,262,679         | 5,061,099            | 16,355,000        |
| Excess (deficiency) of revenues over (under) expenditures | (8,461,638)       | (2,800,544)       | (5,208,478)       | (3,952,675)          | (8,140,000)       |
| <b>Other Financing Sources (Uses)</b>                     |                   |                   |                   |                      |                   |
| Proceeds from bond issuance                               | 7,075,000         | 7,400,000         | -                 | -                    | 16,500,000        |
| Proceeds from premium on bond issuance                    | -                 | -                 | -                 | -                    | -                 |
| Transfers in  | 1,365,217         | 353,618           | 412,705           | 1,500,000            | 2,140,000         |
| Transfers out   | -                 | -                 | -                 | -                    | (10,500,000)      |
| Total other financing sources & uses                      | 8,440,217         | 7,753,618         | 412,705           | 1,500,000            | 8,140,000         |
| Net change in fund balances                               | (21,421)          | 4,953,074         | (4,795,773)       | (2,452,675)          | -                 |
| Beginning fund balance                                    | 3,509,494         | 3,488,073         | 8,441,147         | 3,645,374            | 1,192,699         |
| <b>Ending fund balance</b>                                | <b>3,488,073</b>  | <b>8,441,147</b>  | <b>3,645,374</b>  | <b>1,192,699</b>     | <b>1,192,699</b>  |
| <b>Percent Change</b>                                     | <b>-0.6%</b>      | <b>142.0%</b>     | <b>-56.8%</b>     | <b>-67.3%</b>        | <b>0.0%</b>       |

The City issued bonds in FY 2017 which will be used in FY 2018 and FY 2019 to complete ongoing projects.

# Revenues, Expenditures and Changes in Fund Balance

## Non-Major Governmental Funds

|  | Actual<br>FY 2016 | Actual<br>FY 2017 | Actual<br>FY 2018 | Projected<br>FY 2019 | Budget<br>FY 2020 |
|--|-------------------|-------------------|-------------------|----------------------|-------------------|
| <b>Revenues</b>  |                   |                   |                   |                      |                   |
| Revenues from use of money<br>& property                     | 9,207             | 8,619             | 8,676             | 8,600                | 8,600             |
| Charges for services   | 1,195,731         | 1,403,588         | 1,285,492         | 1,182,500            | 1,308,000         |
| Miscellaneous  | 55,656            | 104,085           | 99,794            | 223,500              | 357,000           |
| Recovered costs  | 13,633            | -                 | -                 | -                    | -                 |
| Intergovernmental  |                   |                   |                   |                      |                   |
| Frederick County   | 100,500           | 150,000           | 150,500           | 100,500              | 150,500           |
| Commonwealth   | 6,018,253         | 6,849,490         | 7,421,113         | 7,504,008            | 7,743,998         |
| Federal  | 2,981,765         | 3,560,144         | 3,290,586         | 3,164,792            | 3,475,302         |
| Total revenues   | 10,374,745        | 12,075,926        | 12,256,161        | 12,183,900           | 13,043,400        |
| <b>Expenditures</b>  |                   |                   |                   |                      |                   |
| Judicial administration                                      | 42,015            | 27,262            | 45,897            | 50,000               | 50,000            |
| Public safety  | 1,161,267         | 1,258,910         | 1,125,000         | 1,125,000            | 1,150,000         |
| Public works   | 4,952,840         | 5,141,065         | 4,899,259         | 5,387,000            | 5,756,000         |
| Health & Welfare   | 7,147,877         | 8,132,564         | 9,436,405         | 9,042,000            | 9,585,000         |
| Parks, recreation, and culture                               | -                 | -                 | -                 | -                    | -                 |
| Community development  | 274,087           | 359,545           | 379,339           | 374,000              | 658,000           |
| Capital Outlay   | -                 | 756,538           | 313,716           |                      |                   |
| Total expenditures   | 13,578,086        | 15,675,884        | 16,199,616        | 15,978,000           | 17,199,000        |
| Excess (deficiency) of revenues<br>Over (under) expenditures | (3,203,341)       | (3,599,958)       | (3,943,455)       | (3,794,100)          | (4,155,600)       |
| <b>Other Financing Sources<br/>(Uses)</b>                    |                   |                   |                   |                      |                   |
| Transfers in   | 3,266,287         | 3,498,000         | 3,982,550         | 3,753,300            | 4,105,300         |
| Transfers out  | -                 | -                 | -                 | -                    | -                 |
| Total other financing<br>sources & uses                      | 3,266,287         | 3,498,000         | 3,982,550         | 3,753,000            | 4,105,300         |
| Net change in fund balances                                  | 62,946            | (101,958)         | 39,543            | (40,800)             | (50,300)          |
| Beginning fund balance                                       | 916,555           | 979,501           | 877,543           | 916,638              | 875,838           |
| <b>Ending fund balance</b>                                   | <b>979,501</b>    | <b>877,543</b>    | <b>916,638</b>    | <b>875,838</b>       | <b>825,538</b>    |
| <b>Percent Change</b>  | <b>6.9%</b>       | <b>-10.4%</b>     | <b>4.5%</b>       | <b>-4.5%</b>         | <b>-5.7%</b>      |

# Revenues, Expenditures and Changes in Fund Balance

## Internal Service Funds

|  | Actual<br>FY 2016 | Actual<br>FY 2017 | Actual<br>FY 2018 | Projected<br>FY 2019 | Budget<br>FY 2020 |
|--|-------------------|-------------------|-------------------|----------------------|-------------------|
| <b>Operating Revenues</b>                                    |                   |                   |                   |                      |                   |
| Charges for services   | 2,315,648         | 2,560,521         | 2,166,522         | 2,355,000            | 2,830,000         |
| Total operating revenues                                     | 2,315,648         | 2,560,521         | 2,166,522         | 2,355,000            | 2,830,000         |
| <b>Operating Expenses</b>                                    |                   |                   |                   |                      |                   |
| Personal services  | 1,128,192         | 998,703           | 615,831           | 1,050,000            | 1,113,700         |
| Contractual services   | 249,877           | 396,657           | 481,182           | 378,100              | 821,800           |
| Other supplies and expenses                                  | 719,253           | 714,020           | 823,676           | 653,100              | 751,500           |
| Insurance claims and expenses                                | 434,137           | 419,427           | 477,464           | 475,000              | 530,000           |
| Depreciation   | 4,892             | 5,111             | 5,111             | 5,000                | -                 |
| Total operating expenses                                     | 2,536,351         | 2,533,918         | 2,403,264         | 2,561,200            | 3,217,000         |
| Excess (deficiency) of revenues over<br>(under) expenditures | (220,703)         | 26,603            | (236,742)         | (206,200)            | (387,000)         |
| <b>Non-operating revenues<br/>(expenses)</b>                 |                   |                   |                   |                      |                   |
| Investment earnings  | 4,613             | 4,685             | 4,685             | 6,000                | 10,000            |
| Loss on disposal of capital assets                           | -                 | -                 | 1,646             | -                    | -                 |
| Total non-operating revenues<br>(expenses)                   | 4,613             | 4,685             | 6,331             | 6,000                | 10,000            |
| Income (Loss) before<br>transfers & contributions            | (216,090)         | 31,288            | (230,411)         | (200,200)            | (377,000)         |
| Transfers in   | -                 | -                 | -                 | -                    | -                 |
| Change in net assets   | (216,090)         | 31,288            | (230,411)         | (200,200)            | (377,000)         |
| Beginning net assets, as restated                            | 2,312,832         | 2,096,742         | 1,849,543         | 2,128,030            | 1,927,830         |
| <b>Ending net assets</b>                                     | <b>2,096,742</b>  | <b>2,128,030</b>  | <b>1,619,132</b>  | <b>1,927,830</b>     | <b>1,550,830</b>  |
| <b>Percent Change</b>  | <b>-9.3%</b>      | <b>1.5%</b>       | <b>-12.5%</b>     | <b>-9.4%</b>         | <b>-19.6%</b>     |

The Employee Benefits fund is projected to use \$373,000 of fund balance to fund employee benefits.

# Revenues, Expenditures and Changes in Fund Balance

## Enterprise Funds

|   | Actual<br>FY 2016 | Actual<br>FY 2017 | Actual<br>FY 2018 | Projected<br>FY 2019 | Budget<br>FY 2020 |
|---|-------------------|-------------------|-------------------|----------------------|-------------------|
| <b>Operating Revenues</b>                                       |                   |                   |                   |                      |                   |
| Revenues from use of property                                   | 4,039             | -                 | -                 | -                    | -                 |
| Charges for services  | 22,299,822        | 23,901,564        | 23,120,840        | 24,527,000           | 26,027,000        |
| Miscellaneous   | 3,280             | 9,299             | 18,393            | 5,000                | 2,000             |
| Recovered costs   | 4,505,355         | 4,992,506         | 5,672,448         | 5,000,000            | 36,170,000        |
| Total operating revenues  | 26,812,496        | 28,903,369        | 28,811,681        | 29,532,000           | 62,199,000        |
| <b>Operating Expenses</b>                                       |                   |                   |                   |                      |                   |
| Personal services   | 4,828,549         | 3,811,993         | 3,916,671         | 4,000,000            | 3,679,300         |
| Contractual services  | 5,087,880         | 4,565,497         | 5,045,115         | 5,000,000            | 33,951,900        |
| Other supplies and expenses                                     | 4,368,870         | 4,822,402         | 5,260,112         | 4,800,000            | 7,981,400         |
| Depreciation  | 4,237,974         | 5,276,285         | 5,314,675         | 5,300,000            | -                 |
| Total operating expenses  | 18,523,273        | 18,476,177        | 19,536,573        | 19,100,000           | 45,612,600        |
| Excess (deficiency) of revenues<br>over<br>(under) expenditures | 8,289,223         | 10,427,192        | 9,275,108         | 10,432,000           | 16,586,400        |
| <b>Non-operating revenues<br/>(expenses)</b>                    |                   |                   |                   |                      |                   |
| Intergovernmental:  |                   |                   |                   |                      |                   |
| Federal   | -                 | 269,203           | 269,348           | 265,000              | -                 |
| Investment earnings   | 7,565             | 4,443             | 105,567           | 6,500                | 16,000            |
| Interest and fiscal charges                                     | (3,627,830)       | (4,522,933)       | (4,662,843)       | (4,700,000)          | (12,151,400)      |
| Loss on disposal of capital assets                              | -                 | (32,868)          | -                 | -                    | -                 |
| Total non-operating revenues<br>(expenses)                      | (3,620,265)       | (4,282,155)       | (4,287,928)       | (4,428,500)          | (12,135,400)      |
| Income (Loss) before transfers<br>& contributions               | 4,668,958         | 6,145,037         | 4,987,180         | 6,003,500            | 4,451,000         |
| <b>Capital contributions</b>                                    | 252,812           | 321,400           | 17,280            | 500,000              | -                 |
| <b>Transfers out</b>  | (1,600,000)       | (1,600,000)       | (1,500,000)       | (1,400,000)          | (1,400,000)       |
| Change in net assets  | 3,321,770         | 4,866,437         | 3,504,460         | 5,103,500            | 3,051,000         |
| Beginning net assets - restated<br>FY2018                       | 55,747,554        | 59,069,324        | 63,337,218        | 63,935,761           | 69,039,261        |
| Ending net assets   | <b>59,069,324</b> | <b>63,935,761</b> | <b>66,841,678</b> | <b>69,039,261</b>    | <b>72,090,261</b> |
| <b>Percent Change</b>   | <b>6.0%</b>       | <b>8.2%</b>       | <b>5.5%</b>       | <b>8.0%</b>          | <b>4.4%</b>       |

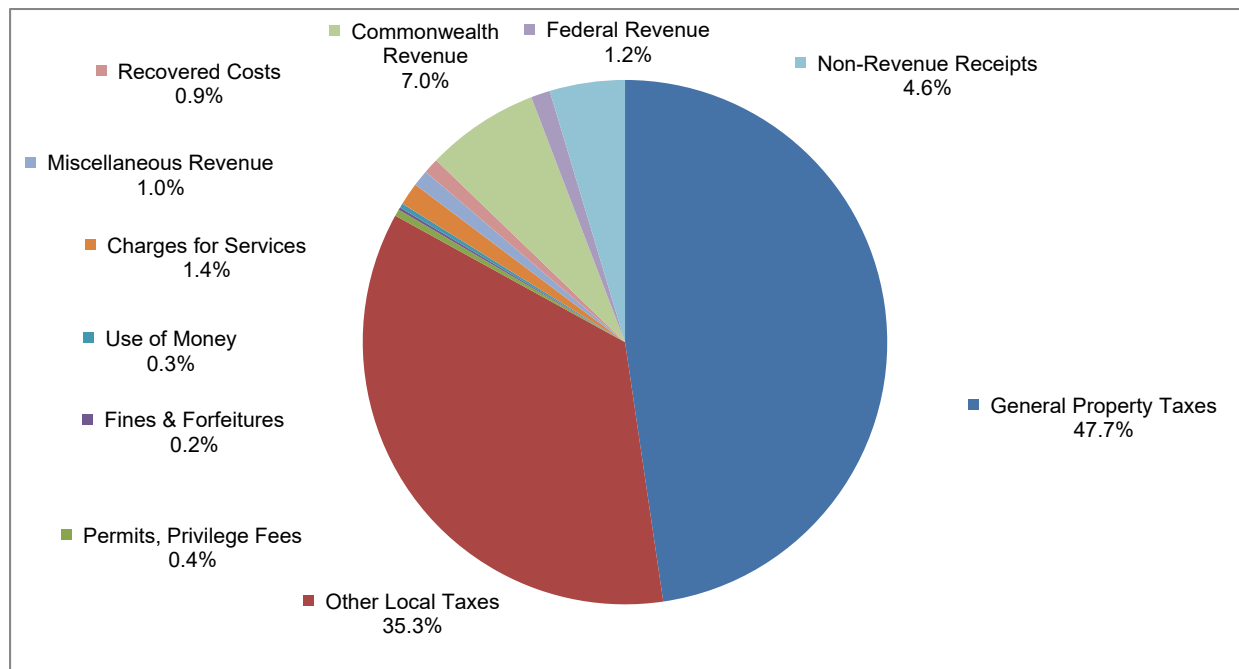
## General Fund

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 2017<br>ACTUAL | FY 2018<br>ACTUAL  | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|--------------------|-------------------------------|------------------------------|--------------------------------|
| General Property Taxes      | 40,096,166        | 42,004,424         | 42,986,900                    | 44,749,900                   | 1,763,000                      |
| Other Local Taxes           | 32,064,071        | 32,850,268         | 32,301,500                    | 33,188,000                   | 886,500                        |
| Permits, Privilege Fees     | 406,598           | 374,275            | 365,800                       | 379,700                      | 13,900                         |
| Fines & Forfeitures         | 80,424            | 151,034            | 105,000                       | 155,000                      | 50,000                         |
| Use of Money                | 198,355           | 218,339            | 295,000                       | 250,000                      | (45,000)                       |
| Charges for Services        | 1,384,425         | 1,304,250          | 1,380,900                     | 1,315,900                    | (65,000)                       |
| Miscellaneous Revenue       | 1,021,671         | 985,126            | 946,500                       | 941,000                      | (5,500)                        |
| Recovered Costs             | 710,650           | 793,953            | 761,000                       | 889,500                      | 128,500                        |
| Commonwealth Revenue        | 6,161,125         | 6,346,442          | 6,472,900                     | 6,556,500                    | 83,600                         |
| Federal Revenue             | 532,676           | 539,080            | 1,201,400                     | 1,107,000                    | (94,400)                       |
| Non-Revenue Receipts        | 2,497,068         | 20,999,017         | 6,837,100                     | 4,349,500                    | (2,487,600)                    |
| <b>General Fund Revenue</b> | <b>85,153,229</b> | <b>106,566,208</b> | <b>93,654,000</b>             | <b>93,882,000</b>            | <b>228,000</b>                 |

### FY 2020 General Fund Revenues by Category



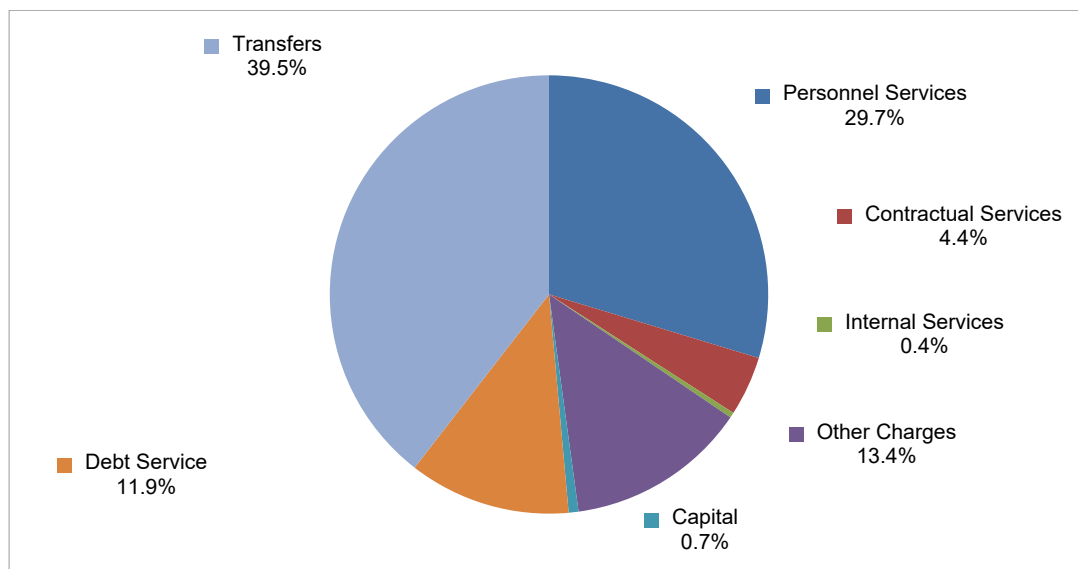


## General Fund

### Expenditure Summary:

| Expenditure by Class      | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL  | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---------------------------|-------------------|--------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services        | 23,861,626        | 24,566,218         | 26,287,811                    | 27,871,700                   | 1,583,889                      |
| Contractual Services      | 2,864,004         | 3,341,850          | 4,151,091                     | 4,137,290                    | (13,801)                       |
| Internal Services         | 319,092           | 420,795            | 344,020                       | 362,000                      | 17,980                         |
| Other Charges             | 11,747,516        | 11,765,991         | 12,340,787                    | 12,767,608                   | 426,821                        |
| Capital                   | 686,729           | 958,512            | 818,589                       | 455,000                      | (363,589)                      |
| Debt Service              | 10,704,587        | 29,454,648         | 10,884,300                    | 11,204,000                   | 319,700                        |
| Transfers                 | 33,010,346        | 34,537,988         | 38,827,402                    | 37,084,402                   | (1,743,000)                    |
| <b>TOTAL GENERAL FUND</b> | <b>83,193,900</b> | <b>105,046,002</b> | <b>93,654,000</b>             | <b>93,882,000</b>            | <b>228,000</b>                 |

### FY 2020 General Fund Expenditures by Category



### Staffing Summary:

| Full-Time Employees     | FY 2017      | FY 2018      | FY 2019      | FY 2020      | Inc/(Dec)  |
|-------------------------|--------------|--------------|--------------|--------------|------------|
| General Government      | 42.0         | 44.0         | 44.0         | 44.0         | 0          |
| Judicial Administration | 43.0         | 43.0         | 44.0         | 43.0         | (1.0)      |
| Public Safety           | 175.5        | 173.5        | 174.5        | 177.5        | 3.0        |
| Public Works            | 36.0         | 36.0         | 39.0         | 39.0         | 0          |
| Parks, Rec & Culture    | 23.0         | 23.0         | 23.0         | 23.0         | 0          |
| Community Development   | 11.5         | 11.5         | 11.5         | 11.5         | 0          |
| <b>Total</b>            | <b>331.0</b> | <b>331.0</b> | <b>336.0</b> | <b>338.0</b> | <b>2.0</b> |

## General Fund Revenue Detail

### Revenue Detail:

| Account Description                | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Real Estate - Current              | 26,150,509        | 27,161,070        | 27,824,000                    | 28,960,000                   | 1,136,000                      |
| Real Estate - Delinquent           | 1,060,710         | 1,095,205         | 1,000,000                     | 1,000,000                    | -                              |
| Delinquent-Primary/Secondary       | 7,138             | 10,363            | 7,000                         | 7,000                        | -                              |
| Primary District                   | 73,898            | 72,787            | 74,000                        | 74,000                       | -                              |
| Secondary District                 | 82,934            | 85,332            | 83,000                        | 85,000                       | 2,000                          |
| Real Estate Penalties              | 99,537            | 109,675           | 100,000                       | 115,000                      | 15,000                         |
| Real Estate Interest               | 77,027            | 69,220            | 75,000                        | 75,000                       | -                              |
| Public Service - Real Estate       | 621,233           | 794,500           | 795,000                       | 845,000                      | 50,000                         |
| Public Service - Personal Property | 917               | 2,110             | 2,000                         | 2,000                        | -                              |
| Personal Property - Current        | 9,285,852         | 10,070,148        | 10,300,000                    | 11,000,000                   | 700,000                        |
| Personal Property - Delinquent     | 528,054           | 555,009           | 600,000                       | 600,000                      | -                              |
| Mobile Home Taxes                  | 1,896             | 731               | 1,900                         | 1,900                        | -                              |
| Machinery & Tools                  | 1,887,991         | 1,754,123         | 1,900,000                     | 1,750,000                    | (150,000)                      |
| Personal Property Penalties        | 153,730           | 160,360           | 155,000                       | 165,000                      | 10,000                         |
| Personal Properties Interest       | 64,740            | 63,791            | 70,000                        | 70,000                       | -                              |
| <b>GENERAL PROPERTY TAXES</b>      | <b>40,096,166</b> | <b>42,004,424</b> | <b>42,986,900</b>             | <b>44,749,900</b>            | <b>1,763,000</b>               |
| State Sales Taxes                  | 9,431,564         | 9,749,245         | 9,800,000                     | 10,000,000                   | 200,000                        |
| Communication Taxes                | 2,020,045         | 1,959,936         | 2,150,000                     | 2,000,000                    | (150,000)                      |
| Electric Utility                   | 1,343,429         | 1,439,029         | 1,350,000                     | 1,450,000                    | 100,000                        |
| Gas Utility                        | 493,016           | 552,025           | 500,000                       | 500,000                      | -                              |
| Electric Consumption               | 131,606           | 149,630           | 135,000                       | 150,000                      | 15,000                         |
| Gas Consumption                    | 18,749            | 23,113            | 20,000                        | 20,000                       | -                              |
| Business License - Contracting     | 340,353           | 306,450           | 325,000                       | 425,000                      | 100,000                        |
| Business License - Retail          | 2,211,708         | 2,248,093         | 2,200,000                     | 2,300,000                    | 100,000                        |
| Business License - Professional    | 2,686,190         | 2,932,256         | 2,800,000                     | 2,900,000                    | 100,000                        |
| Bus License - Repair & Personal    | 963,555           | 924,365           | 950,000                       | 950,000                      | -                              |
| Business License - Wholesale       | 200,207           | 198,539           | 200,000                       | 200,000                      | -                              |
| Business License - Other           | 2,886             | 2,600             | 2,500                         | 2,500                        | -                              |
| Business License - Penalties       | 64,137            | 64,358            | 40,000                        | 60,000                       | 20,000                         |
| Business License - Interest        | 363               | 13,464            | -                             | 20,000                       | 20,000                         |
| Business License - Telephone       | 72,177            | 54,094            | 75,000                        | 50,000                       | (25,000)                       |
| Electrical                         | 229,733           | 212,799           | 250,000                       | 225,000                      | (25,000)                       |
| Telephone ROW                      | 130,421           | 173,632           | 130,000                       | 150,000                      | 20,000                         |
| Gas Franchise Fee                  | 48,750            | 101,788           | 130,000                       | 130,000                      | -                              |
| Motor Vehicles Licenses            | 605,740           | 399,222           | -                             | -                            | -                              |
| Motor Vehicle License Penalties    | 44,959            | 39,185            | -                             | -                            | -                              |
| Bank Franchise                     | 610,972           | 764,782           | 770,000                       | 770,000                      | -                              |
| Recordation                        | 369,216           | 282,371           | 325,000                       | 300,000                      | (25,000)                       |
| Will Probate                       | 12,586            | 6,484             | 8,000                         | 8,000                        | -                              |
| Cigarettes                         | 671,289           | 610,196           | 665,000                       | 800,000                      | 135,000                        |
| Admissions                         | 136,473           | 138,781           | 140,000                       | 140,000                      | -                              |
| Penalties & Interest               | 303               | 78                | 500                           | 500                          | -                              |

## General Fund Revenue Detail

### Revenue Detail – continued:

| Account Description               | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Motel                             | 974,564           | 1,001,029         | 1,000,000                     | 1,000,000                    | -                              |
| Penalties & Interest              | 404               | 394               | 1,000                         | 500                          | (500)                          |
| Meals                             | 8,207,523         | 8,464,999         | 8,300,000                     | 8,600,000                    | 300,000                        |
| Meals Penalties                   | 34,174            | 30,240            | 30,000                        | 30,000                       | -                              |
| Meals Interest                    | 280               | 249               | 500                           | 500                          | -                              |
| Short Term                        | 6,692             | 6,827             | 4,000                         | 6,000                        | 2,000                          |
| Penalties & Interest              | 7                 | 16                | -                             | -                            | -                              |
| <b>OTHER LOCAL TAXES</b>          | <b>32,064,071</b> | <b>32,850,268</b> | <b>32,301,500</b>             | <b>33,188,000</b>            | <b>886,500</b>                 |
| Dog                               | 13,540            | 14,459            | 12,500                        | 13,500                       | 1,000                          |
| On Street Parking                 | 105               | 95                | 200                           | 100                          | (100)                          |
| Transfer Fees                     | 714               | 691               | 1,000                         | 1,000                        | -                              |
| Erosion, Sediment Control         | 4,314             | 3,250             | 5,000                         | 5,000                        | -                              |
| Storm water Management Permit     | 2,916             | 1,944             | 15,000                        | 15,000                       | -                              |
| Concealed Carry/Weapons Fees      | 9,277             | 10,541            | 7,500                         | 10,000                       | 2,500                          |
| RE Tax Application Fee            | 350               | -                 | -                             | -                            | -                              |
| RE Public Hearing Fee             | 180               | 100               | -                             | -                            | -                              |
| Hazardous Use                     | 1,800             | 2,000             | 1,000                         | 1,000                        | -                              |
| Taxi                              | 2,700             | 2,300             | 2,000                         | 2,500                        | 500                            |
| Landfill Recycling                | 39,692            | -                 | -                             | -                            | -                              |
| Street Permits                    | 3,060             | 3,010             | 3,000                         | 3,000                        | -                              |
| Building Permits - Building       | 138,293           | 105,995           | 100,000                       | 100,000                      | -                              |
| Building Permits - Electrical     | 595               | 621               | 600                           | 600                          | -                              |
| Building Permits - Plumbing       | 23,416            | 35,429            | 30,000                        | 30,000                       | -                              |
| Building Permits - Mechanical     | 38,827            | 42,589            | 35,000                        | 35,000                       | -                              |
| Elevator                          | 4,060             | 3,640             | 4,000                         | 4,000                        | -                              |
| Occupancy                         | 100               | 300               | 500                           | 500                          | -                              |
| Fire Protection                   | 8,508             | 9,633             | 10,000                        | 10,000                       | -                              |
| Gas                               | 376               | 356               | 500                           | 500                          | -                              |
| Building Permits - Signs          | 6,590             | 3,920             | 5,000                         | 5,000                        | -                              |
| Land Use Application Fees         | 46,025            | 44,550            | 50,000                        | 50,000                       | -                              |
| Planning Advertising Fees         | 625               | 600               | 1,000                         | 1,000                        | -                              |
| Re-zoning & Subdivision Permit    | 9,300             | 13,825            | 15,000                        | 15,000                       | -                              |
| Signs, Permits & Inspections      | 5,900             | 3,150             | 7,500                         | 7,500                        | -                              |
| Architectural Review              | 600               | 1,800             | 500                           | 500                          | -                              |
| Board of Zoning Appeals           | 4,400             | 2,700             | 5,000                         | 5,000                        | -                              |
| Miscellaneous Fees                | 4,050             | 3,750             | 5,000                         | 5,000                        | -                              |
| Civil Penalties                   | 14,676            | 14,350            | 15,500                        | 15,500                       | -                              |
| Rental Housing/Inspections        | 11,795            | 33,530            | 20,000                        | 30,000                       | 10,000                         |
| Rental Housing/Penalties          | 2,975             | 6,925             | 8,500                         | 8,500                        | -                              |
| Rental Housing/Miscellaneous Fees | 6,839             | 8,222             | 5,000                         | 5,000                        | -                              |
| <b>PERMITS, PRIVILEGE FEES</b>    | <b>406,598</b>    | <b>374,275</b>    | <b>365,800</b>                | <b>379,700</b>               | <b>13,900</b>                  |

# General Fund Revenue Detail

## Revenue Detail – continued:

| Account Description            | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Courts                         | 74,812            | 144,792           | 100,000                       | 150,000                      | 50,000                         |
| Interest                       | 5,612             | 6,242             | 5,000                         | 5,000                        | -                              |
| <b>FINES AND FORFEITURES</b>   | <b>80,424</b>     | <b>151,034</b>    | <b>105,000</b>                | <b>155,000</b>               | <b>50,000</b>                  |
| Interest Earnings              | 23,505            | 37,566            | 120,000                       | 75,000                       | (45,000)                       |
| Rental - General Property      | -                 | 23,830            | -                             | -                            | -                              |
| Rental Rec Prop/Facility       | 174,850           | 156,943           | 175,000                       | 175,000                      | -                              |
| <b>REVENUE-USE OF MONEY</b>    | <b>198,355</b>    | <b>218,339</b>    | <b>295,000</b>                | <b>250,000</b>               | <b>(45,000)</b>                |
| Sheriff Fees                   | 2,949             | 2,949             | 3,000                         | 3,000                        | -                              |
| Case Assessment                | 18,736            | 17,495            | 30,000                        | 20,000                       | (10,000)                       |
| Courthouse Security Fees       | 34,627            | 45,775            | 45,000                        | 45,000                       | -                              |
| Miscellaneous Fees             | 7,897             | 6,862             | 7,000                         | 7,000                        | -                              |
| Courthouse Compliance Fee      | 25,773            | 22,643            | 35,000                        | 25,000                       | (10,000)                       |
| Electronic Summons Fee         | 15,446            | 21,751            | 15,000                        | 20,000                       | 5,000                          |
| Commonwealth Attorney          | 6,221             | 6,681             | 6,000                         | 6,000                        | -                              |
| Hazmat                         | 13,791            | 8,128             | 15,000                        | 15,000                       | -                              |
| LEPC Funds                     | -                 | -                 | 7,000                         | -                            | (7,000)                        |
| False Alarm Fees               | 20,600            | 14,733            | 15,000                        | 15,000                       | -                              |
| Animal Impounding Fees         | 1,636             | 903               | 2,000                         | 2,000                        | -                              |
| Miscellaneous Police Fees      | 4,194             | 4,800             | 5,000                         | 5,000                        | -                              |
| Towing Inspection Fees         | -                 | 1,550             | -                             | -                            | -                              |
| Police OT Reimbursement        | 14,517            | 15,881            | 15,000                        | 15,000                       | -                              |
| Gas Inspection                 | 78,429            | 26,934            | -                             | -                            | -                              |
| Sanitation Fee                 | 532,997           | 531,837           | 550,000                       | 530,000                      | (20,000)                       |
| Waste Collection/Disposal Fees | 4,835             | 4,320             | 4,000                         | 4,000                        | -                              |
| Sale of Recycle Materials      | 31,487            | 18,347            | 20,000                        | 10,000                       | (10,000)                       |
| Recreation Activities          | 19,481            | 33,336            | 26,000                        | 26,000                       | -                              |
| Indoor Pool Fees               | 77,682            | 70,095            | 78,000                        | 78,000                       | -                              |
| Outdoor Pool Fees              | 84,107            | 61,434            | 85,000                        | 85,000                       | -                              |
| Admissions & Memberships       | 84,133            | 90,394            | 99,000                        | 99,000                       | -                              |
| Athletic Fees                  | 41,190            | 48,605            | 55,000                        | 55,000                       | -                              |
| Childcare Fees                 | 228,750           | 224,467           | 228,600                       | 228,600                      | -                              |
| Concession Sales               | 870               | 295               | 2,000                         | 2,000                        | -                              |
| Parks Capital Replacement Fees | 32,756            | 23,165            | 19,300                        | 19,300                       | -                              |
| Special Events                 | 1,321             | 870               | 14,000                        | 1,000                        | (13,000)                       |
| <b>CHARGES FOR SERVICES</b>    | <b>1,384,425</b>  | <b>1,304,250</b>  | <b>1,380,900</b>              | <b>1,315,900</b>             | <b>(65,000)</b>                |
| Payments in Lieu of Taxes      | 785,925           | 715,030           | 715,000                       | 715,000                      | -                              |
| Special Events                 | 132,888           | 146,068           | 136,000                       | 145,000                      | 9,000                          |
| Old Town Winchester            |                   |                   |                               |                              |                                |
| Miscellaneous                  | 2,120             | 4,993             | 4,000                         | 4,000                        | -                              |
| Old Town Public Restroom       | 4,110             | 3,337             | 5,000                         | 5,000                        | -                              |
| Bad Checks                     | 600               | 598               | 500                           | 500                          | -                              |
| Admin & Collection Fees        | 50,681            | 43,432            | 60,000                        | 50,000                       | (10,000)                       |

# General Fund Revenue Detail

## Revenue Detail – continued:

| Account Description          | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Sales of Supplies            | 307               | 379               | -                             | -                            | -                              |
| Sale of Surplus Property     | 12,211            | 57,943            | 15,000                        | 15,000                       | -                              |
| Sale of Copies & Documents   | 3,928             | 410               | 5,000                         | 500                          | (4,500)                        |
| Donations - Fire Dept.       | 950               | 8,060             | -                             | -                            | -                              |
| Parks & Recreation           | 27,675            | -                 | -                             | -                            | -                              |
| Commonwealth Attorney        | -                 | 4,584             | 6,000                         | 6,000                        | -                              |
| Miscellaneous Revenue        | 276               | 292               | -                             | -                            | -                              |
| <b>MISCELLANEOUS REVENUE</b> | <b>1,021,671</b>  | <b>985,126</b>    | <b>946,500</b>                | <b>941,000</b>               | <b>(5,500)</b>                 |
| Miscellaneous                | 6,118             | 18,500            | -                             | -                            | -                              |
| Rebates                      | 4,897             | 5,341             | 5,000                         | 5,000                        | -                              |
| Sheriff                      | 600               | -                 | -                             | -                            | -                              |
| Social Services              | 73,854            | 80,057            | 75,000                        | 85,000                       | 10,000                         |
| Circuit Court                | 79,379            | 82,543            | 80,000                        | 83,000                       | 3,000                          |
| JJC Building                 | 441,825           | 445,346           | 470,000                       | 530,800                      | 60,800                         |
| City Attorney                | 3,602             | 18,336            | -                             | -                            | -                              |
| Landfill-Recycling           | -                 | 42,831            | 40,000                        | 40,000                       | -                              |
| Police Department            | 7,913             | 6,967             | -                             | 54,700                       | 54,700                         |
| Parks & Recreation           | 1,832             | 1,341             | -                             | -                            | -                              |
| Data Processing              | 40,000            | 40,000            | 40,000                        | 40,000                       | -                              |
| Frederick County - JDR Lease | 50,630            | 50,630            | 51,000                        | 51,000                       | -                              |
| VML - Safety Grant           | -                 | 2,061             | -                             | -                            | -                              |
| <b>RECOVERED COSTS</b>       | <b>710,650</b>    | <b>793,953</b>    | <b>761,000</b>                | <b>889,500</b>               | <b>128,500</b>                 |
| <b>REVENUE LOCAL SOURCES</b> | <b>75,962,360</b> | <b>78,681,669</b> | <b>79,142,600</b>             | <b>81,869,000</b>            | <b>2,726,400</b>               |
| Mobile Home Titling Taxes    | 300               | 1,095             | -                             | -                            | -                              |
| Tax on Deeds                 | 116,056           | 93,427            | 100,000                       | 100,000                      | -                              |
| Railroad Rolling Stock Tax   | 6,057             | 6,200             | 8,000                         | 8,000                        | -                              |
| Grantor's Tax                | 94,403            | 80,290            | 96,000                        | 85,000                       | (11,000)                       |
| Rental Car Tax               | 271,302           | 275,028           | 275,000                       | 275,000                      | -                              |
| Reimbursement (PPTRA)        | 2,622,084         | 2,622,084         | 2,622,100                     | 2,622,100                    | -                              |
| <b>NON-CATEGORICAL AID</b>   | <b>3,110,202</b>  | <b>3,078,124</b>  | <b>3,101,100</b>              | <b>3,090,100</b>             | <b>(11,000)</b>                |
| Commonwealth's Attorney      | 739,210           | 725,719           | 757,900                       | 780,200                      | 22,300                         |
| Sheriff                      | 339,715           | 362,532           | 350,000                       | 376,525                      | 26,525                         |
| Sheriff Mileage              | 26,585            | 17,207            | 18,000                        | 18,000                       | -                              |
| Commissioner of Revenue      | 104,159           | 113,504           | 106,600                       | 119,875                      | 13,275                         |
| Treasurer                    | 94,965            | 97,133            | 97,700                        | 109,300                      | 11,600                         |
| Registrar/Electoral Board    | 41,896            | 42,302            | 45,000                        | 43,000                       | (2,000)                        |
| Clerk of Circuit Court       | 346,330           | 405,140           | 362,800                       | 377,900                      | 15,100                         |
| Jury Reimbursement           | 7,410             | 6,390             | 5,000                         | 6,300                        | 1,300                          |
| Shared - Victim Witness      | 38,901            | 38,898            | 39,000                        | 39,000                       | -                              |
| Shared - Witness Fees        | 692               | -                 | -                             | -                            | -                              |
| <b>SHARED EXPENSES</b>       | <b>1,739,863</b>  | <b>1,808,825</b>  | <b>1,782,000</b>              | <b>1,870,100</b>             | <b>88,100</b>                  |

# General Fund Revenue Detail

## Revenue Detail – continued:

| Account Description              | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|----------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Juvenile & Domestic Relations    | 12,164            | 12,686            | 14,000                        | 14,000                       | -                              |
| Litter Control                   | 6,503             | 6,342             | 7,000                         | 7,000                        | -                              |
| Fire Program Funds               | 85,032            | 87,600            | 83,000                        | 90,000                       | 7,000                          |
| Four for Life Grant              | -                 | 25,204            | 25,500                        | 25,000                       | (500)                          |
| HazMat Funding                   | 15,000            | 30,044            | 15,000                        | 30,000                       | 15,000                         |
| Police 599 Funds                 | 838,976           | 838,976           | 841,000                       | 841,000                      | -                              |
| Jail                             | 19,039            | -                 | 25,000                        | 25,000                       | -                              |
| Health Department                | 254,451           | 251,033           | 250,000                       | 250,000                      | -                              |
| General District Court           | 8,015             | 8,355             | 8,500                         | 8,500                        | -                              |
| Development Opportunity Fund     | -                 | -                 | -                             | 188,000                      | 188,000                        |
| Asset Forfeiture Police          | 7,215             | 16,660            | -                             | -                            | -                              |
| Asset Forfeiture Comm Attorney   | 395               | 5,616             | -                             | -                            | -                              |
| Virginia Main Street Program     | 5,000             | -                 | -                             | -                            | -                              |
| Fire Program Funds Grant         | 700               | -                 | 25,000                        | -                            | (25,000)                       |
| Wireless E911 Services Board     | 58,570            | 129,669           | 267,800                       | 117,800                      | (150,000)                      |
| Rescue Squad Assistance Fund     | -                 | 47,308            | 28,000                        | -                            | (28,000)                       |
| <b>STATE CATEGORICAL FUNDS</b>   | <b>1,311,060</b>  | <b>1,459,493</b>  | <b>1,589,800</b>              | <b>1,596,300</b>             | <b>6,500</b>                   |
| <b>REVENUE FROM STATE</b>        | <b>6,161,125</b>  | <b>6,346,442</b>  | <b>6,472,900</b>              | <b>6,556,500</b>             | <b>83,600</b>                  |
| Body Worn Camera Grant           | -                 | 104,828           | -                             | -                            | -                              |
| Emergency Service Grants         | 8,905             | 8,905             | 8,900                         | 8,900                        | -                              |
| Asset Forfeiture Funds           | -                 | 199               | -                             | -                            | -                              |
| Assistance to Firefighters Grant | -                 | -                 | 617,500                       | 567,000                      | (50,500)                       |
| Commission for the Arts Grant    | 5,000             | 4,500             | 4,500                         | 4,500                        | -                              |
| Child/Adult Care Food            | 5,385             | 3,387             | 4,000                         | 4,000                        | -                              |
| Juvenile Justice                 | 169               | 1,112             | -                             | -                            | -                              |
| Police - DCJS                    | 16,948            | 23,127            | -                             | -                            | -                              |
| Washington/Baltimore HIDTA       | -                 | -                 | -                             | 70,600                       | 70,600                         |
| Justice Assistance Grants        | 88,358            | 147,490           | 94,500                        | -                            | (94,500)                       |
| CDBG Grant                       | 198,451           | 8,000             | 220,000                       | 220,000                      | -                              |
| Ballistic Vest Program           | 13,278            | 1,413             | 5,000                         | 5,000                        | -                              |
| Victim Witness                   | 116,692           | 116,695           | 119,000                       | 119,000                      | -                              |
| DMV Grants                       | 21,084            | 29,230            | 28,000                        | 28,000                       | -                              |
| Homeland Security/ODP            | 58,406            | 90,194            | 100,000                       | 80,000                       | (20,000)                       |
| <b>FEDERAL REVENUE</b>           | <b>532,676</b>    | <b>539,080</b>    | <b>1,201,400</b>              | <b>1,107,000</b>             | <b>(94,400)</b>                |
| Insurance Recoveries             | 51,170            | 32,996            | -                             | -                            | -                              |
| Sale of Property                 | 795,000           | 3,443             | -                             | -                            | -                              |
| CDBG Loan Principal              | 675               | 531               | -                             | -                            | -                              |
| CDBG Loan Interest               | 223               | 169               | -                             | -                            | -                              |
| Sale of Bonds/Premiums           | -                 | 19,411,878        | -                             | -                            | -                              |
| Employee Benefits Fund           | -                 | -                 | 136,000                       | 118,000                      | (18,000)                       |



## General Fund Revenue Detail

### *Revenue Detail – continued:*

| Account Description         | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL  | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|--------------------|-------------------------------|------------------------------|--------------------------------|
| Utilities Fund              | 1,600,000         | 1,500,000          | 1,400,000                     | 1,400,000                    | -                              |
| OTBD                        | 50,000            | 50,000             | 50,000                        | 50,000                       | -                              |
| Fund Balance                | -                 | -                  | 5,124,600                     | 2,781,500                    | (2,343,100)                    |
| Assigned Fund Balance       | -                 | -                  | 62,400                        | -                            | (62,400)                       |
| Assigned - Fire Programs    | -                 | -                  | 64,100                        | -                            | (64,100)                       |
| <b>NON-REVENUE RECEIPTS</b> | <b>2,497,068</b>  | <b>20,999,017</b>  | <b>6,837,100</b>              | <b>4,349,500</b>             | <b>(2,487,600)</b>             |
| <b>TOTAL GENERAL FUND</b>   | <b>85,153,229</b> | <b>106,566,208</b> | <b>93,654,000</b>             | <b>93,882,000</b>            | <b>228,000</b>                 |

## General Fund Department Summary

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

|                                     | <b>FY 2017</b> | <b>FY 2018</b> | <b>FY 2019</b>  | <b>FY 2020</b> | <b>FY 2020</b>   |
|-------------------------------------|----------------|----------------|-----------------|----------------|------------------|
|                                     | <b>ACTUAL</b>  | <b>ACTUAL</b>  | <b>ORIGINAL</b> | <b>ADOPTED</b> | <b>BUDGET</b>    |
|                                     |                |                | <b>BUDGET</b>   | <b>BUDGET</b>  | <b>Inc/(Dec)</b> |
| City Council                        | 195,435        | 202,112        | 202,700         | 218,100        | 15,400           |
| Clerk of Council                    | 37,654         | 43,999         | 43,800          | 40,100         | (3,700)          |
| City Manager                        | 394,793        | 254,515        | 352,200         | 393,500        | 41,300           |
| Communications                      | -              | 273,125        | 278,900         | 290,400        | 11,500           |
| City Attorney                       | 272,997        | 291,761        | 307,500         | 264,300        | (43,200)         |
| Independent Auditors                | 76,069         | 68,331         | 80,000          | 80,000         | -                |
| Human Resources                     | 576,743        | 599,108        | 544,300         | 559,500        | 15,200           |
| Commissioner of the Revenue         | 524,140        | 557,561        | 582,800         | 616,000        | 33,200           |
| Treasurer                           | 452,870        | 487,584        | 480,900         | 512,600        | 31,700           |
| Finance                             | 651,360        | 671,258        | 729,900         | 754,300        | 24,400           |
| Innovation and Information Services | 1,572,378      | 1,863,925      | 2,221,200       | 2,640,100      | 418,900          |
| Risk Management                     | 72,504         | 78,437         | 80,000          | 80,000         | -                |
| Electoral Board                     | 150,561        | -              | -               | -              | -                |
| Office of Elections                 | 140,307        | 193,965        | 216,100         | 221,400        | 5,300            |
| Circuit Court                       | 89,688         | 94,606         | 98,500          | 102,600        | 4,100            |
| General District Court              | 27,563         | 29,174         | 32,300          | 32,500         | 200              |
| Magistrate                          | 2,137          | 2,823          | 4,125           | 4,125          | -                |
| J & DR District Court Clerk         | 52,749         | 55,130         | 58,800          | 60,500         | 1,700            |
| Clerk of the Circuit Court          | 486,741        | 542,829        | 556,400         | 606,700        | 50,300           |
| City Sheriff                        | 1,315,638      | 1,343,344      | 1,350,200       | 1,428,800      | 78,600           |
| Courthouse Security                 | 203,588        | 231,819        | 238,200         | 257,500        | 19,300           |
| Juror Services                      | 20,000         | 15,000         | 26,000          | 26,000         | -                |
| Commonwealth Attorney               | 1,332,787      | 1,401,502      | 1,437,200       | 1,531,700      | 94,500           |
| Victim Witness                      | 183,032        | 208,276        | 207,100         | 213,500        | 6,400            |
| Police Department                   | 7,787,227      | 7,888,661      | 8,182,000       | 8,458,200      | 276,200          |
| Police Grants                       | 75,726         | 291,084        | 179,000         | 84,600         | (94,400)         |
| Fire Department                     | 5,549,279      | 5,516,633      | 5,855,900       | 6,290,300      | 434,400          |
| Fire Grants                         | 179,157        | 491,700        | 1,056,100       | 825,000        | (231,100)        |
| J&DR Court Services (Probation)     | 104,866        | 104,556        | 106,800         | 73,100         | (33,700)         |
| Inspections Department              | 525,585        | 536,621        | 600,500         | 640,700        | 40,200           |
| Emergency Management                | 188,259        | 355,027        | 717,700         | 606,500        | (111,200)        |
| Hazardous Material                  | 60,534         | 43,510         | 63,600          | 76,700         | 13,100           |
| Emergency Communications Center     | 890,052        | 967,707        | 1,050,500       | 1,101,900      | 51,400           |
| Streets                             | 78,743         | 129,499        | 129,600         | 176,800        | 47,200           |

## General Fund Department Summary

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

|                               | <b>FY 2017</b> | <b>FY 2018</b> | <b>FY 2019</b>  | <b>FY 2020</b> | <b>FY 2020</b>   |
|-------------------------------|----------------|----------------|-----------------|----------------|------------------|
|                               | <b>ACTUAL</b>  | <b>ACTUAL</b>  | <b>ORIGINAL</b> | <b>ADOPTED</b> | <b>BUDGET</b>    |
|                               |                |                | <b>BUDGET</b>   | <b>BUDGET</b>  | <b>Inc/(Dec)</b> |
| Loudoun Mall                  | 70,339         | 103,217        | 88,900          | 102,100        | 13,200           |
| Storm Drainage                | 115,126        | 138,425        | 92,900          | 70,700         | (22,200)         |
| Refuse Collection             | 1,641,066      | 1,767,914      | 1,583,000       | 1,685,400      | 102,400          |
| Joint Judicial Center         | 473,636        | 469,669        | 550,300         | 627,900        | 77,600           |
| Facilities Maintenance        | 1,488,417      | 1,359,798      | 1,695,000       | 1,747,800      | 52,800           |
| Real Estate Tax Relief        | 232,694        | 225,486        | 250,000         | 230,000        | (20,000)         |
| Parks Supervision             | 405,058        | 452,722        | 385,800         | 409,400        | 23,600           |
| Special Events                | 4,066          | 2,431          | 96,700          | 103,800        | 7,100            |
| Parks Maintenance             | 778,516        | 859,640        | 907,750         | 927,600        | 19,850           |
| Community Recreation Programs | 25,496         | 38,547         | 80,750          | 95,600         | 14,850           |
| Outdoor Swimming Pool         | 166,586        | 125,930        | 172,800         | 206,800        | 34,000           |
| Indoor Swimming Pool          | 269,812        | 262,494        | 321,200         | 288,200        | (33,000)         |
| War Memorial Building         | 386,166        | 380,177        | 481,400         | 485,900        | 4,500            |
| School Age Child Care         | 229,989        | 238,221        | 277,800         | 283,600        | 5,800            |
| Athletic Programs             | 174,134        | 168,611        | 226,100         | 234,500        | 8,400            |
| Planning Department           | 251,931        | 243,013        | 271,100         | 284,200        | 13,100           |
| Redevelop & Housing (CDBG)    | 26,328         | 29,281         | 26,000          | 28,900         | 2,900            |
| Zoning Department             | 206,602        | 235,250        | 228,400         | 246,000        | 17,600           |
| Development Services          | 990,619        | 292,078        | 441,800         | 775,100        | 333,300          |
| Old Town Winchester           | 468,345        | 479,291        | 481,600         | 313,700        | (167,900)        |
| GIS                           | 81,634         | 74,731         | 94,650          | 112,300        | 17,650           |
| Other                         | 264,774        | 264,900        | 310,146         | 304,990        | (5,156)          |
| Outside Agencies              | 203,188        | 100,000        | -               | -              | -                |
| Regional Agencies             | 6,253,283      | 6,927,489      | 6,807,377       | 6,761,083      | (46,294)         |
| Transit                       | 221,000        | 207,300        | 252,000         | 289,300        | 37,300           |
| Social Services               | 1,205,888      | 1,551,310      | 1,601,800       | 1,766,500      | 164,700          |
| CSA                           | 1,316,112      | 1,468,190      | 1,119,000       | 1,119,000      | -                |
| Schools Operating             | 28,296,772     | 29,225,403     | 30,489,102      | 30,839,102     | 350,000          |
| Schools Other                 | 258,100        | 200,000        | -               | -              | -                |
| Schools Capital Improvement   | 603,856        | 717,330        | -               | -              | -                |
| Win-Fred Co CVB Fund          | 150,000        | 150,000        | 150,500         | 150,500        | -                |
| Highway Maintenance           | 605,000        | 605,750        | 630,000         | 780,000        | 150,000          |
| Capital Improvements          | 353,618        | 412,705        | 4,585,000       | 2,140,000      | (2,445,000)      |
| City Debt Service             | 2,881,865      | 2,732,382      | 3,190,500       | 3,026,400      | (164,100)        |

## General Fund Department Summary

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

|                           | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL  | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---------------------------|-------------------|--------------------|-------------------------------|------------------------------|--------------------------------|
| Schools Debt Service      | 7,822,722         | 7,315,659          | 7,693,800                     | 8,177,600                    | 483,800                        |
| Debt Refunding            | -                 | 19,406,607         | -                             | -                            | -                              |
| <b>TOTAL GENERAL FUND</b> | <b>83,193,900</b> | <b>105,067,133</b> | <b>93,654,000</b>             | <b>93,882,000</b>            | <b>228,000</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:***

- Encourage sustainable growth and partnerships through business and workforce development.
- Promote and accelerate revitalization of catalyst sites and other areas throughout the city.
- Advance the quality of life for all Winchester residents by increasing cultural, recreational, and tourism opportunities; enhance and maintain infrastructure; and promote and improve public safety.
- Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation.

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

| <b>Expenditure by Classification</b> | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Personnel Services                   | 127,240                   | 126,805                   | 128,900                                | 143,300                               | 14,400                                  |
| Contractual Services                 | 28,066                    | 31,358                    | 33,500                                 | 33,500                                | -                                       |
| Internal Services                    | 1,405                     | 1,497                     | 1,500                                  | 1,500                                 | -                                       |
| Other Charges                        | 38,724                    | 42,452                    | 38,800                                 | 39,800                                | 1,000                                   |
| <b>TOTAL EXPENDITURES</b>            | <b>195,435</b>            | <b>202,112</b>            | <b>202,700</b>                         | <b>218,100</b>                        | <b>15,400</b>                           |

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

| <b>EXPENDITURES</b>   | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|-----------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Mayor                 | 10,800                    | 10,800                    | 10,800                                 | 10,800                                | -                                       |
| Councilors            | 73,800                    | 73,800                    | 73,799                                 | 72,000                                | (1,799)                                 |
| FICA                  | 5,988                     | 5,972                     | 5,736                                  | 5,847                                 | 111                                     |
| Worker's Compensation | 56                        | 56                        | 56                                     | 56                                    | -                                       |
| Employee Benefits     | 36,596                    | 36,177                    | 38,509                                 | 54,597                                | 16,088                                  |
| <b>PERSONNEL</b>      | <b>127,240</b>            | <b>126,805</b>            | <b>128,900</b>                         | <b>143,300</b>                        | <b>14,400</b>                           |

## General Government – City Council

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

| <b>EXPENDITURES</b>          | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Other Professional Services  | 6,550                     | 12,114                    | 12,000                                 | 12,000                                | -                                       |
| Printing & Binding           | 5,067                     | 510                       | 1,000                                  | 1,000                                 | -                                       |
| Local Media                  | 15,799                    | 18,734                    | 20,000                                 | 20,000                                | -                                       |
| Food Services                | 650                       | -                         | 500                                    | 500                                   | -                                       |
| CONTRACTUAL SERVICES         | 28,066                    | 31,358                    | 33,500                                 | 33,500                                | -                                       |
| Copier Charges               | 1,405                     | 1,497                     | 1,500                                  | 1,500                                 | -                                       |
| INTERNAL SERVICES            | 1,405                     | 1,497                     | 1,500                                  | 1,500                                 | -                                       |
| Postal Services              | 207                       | 42                        | 300                                    | 300                                   | -                                       |
| Telecommunications           | 638                       | 5                         | -                                      | -                                     | -                                       |
| Mileage & Transportation     | 554                       | 507                       | 900                                    | 900                                   | -                                       |
| Travel & Training            | 5,976                     | 5,279                     | 5,100                                  | 5,100                                 | -                                       |
| Dues & Memberships           | 29,361                    | 29,979                    | 30,000                                 | 31,000                                | 1,000                                   |
| Miscellaneous Charges & Fees | 57                        | 4,906                     | -                                      | -                                     | -                                       |
| Office Supplies              | 431                       | 116                       | 500                                    | 500                                   | -                                       |
| Food & Food Service          | 655                       | 1,089                     | 1,000                                  | 1,000                                 | -                                       |
| Other Operating Supplies     | 157                       | 79                        | 500                                    | 500                                   | -                                       |
| Awards, Plaques, Other       | 688                       | 450                       | 500                                    | 500                                   | -                                       |
| OTHER CHARGES                | 38,724                    | 42,452                    | 38,800                                 | 39,800                                | 1,000                                   |
| <b>TOTAL CITY COUNCIL</b>    | <b>195,435</b>            | <b>202,112</b>            | <b>202,700</b>                         | <b>218,100</b>                        | <b>15,400</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:***

| <b>Expenditure by Classification</b> | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>PROPOSED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------------|---------------------------|---------------------------|--|--|---|
| Personnel Services                   | 35,282                    | 36,440                    | 37,200                                 | 33,500                                 | (3,700)                                 |
| Other Charges                        | 2,372                     | 7,559                     | 6,600                                  | 6,600                                  | -                                       |
| <b>TOTAL EXPENDITURES</b>            | <b>37,654</b>             | <b>43,999</b>             | <b>43,800</b>                          | <b>40,100</b>                          | <b>(3,700)</b>                          |

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

| <b>Full-Time Employees</b> | <b>FY 2017</b> | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>Inc/(Dec)</b> |
|----------------------------|----------------|----------------|----------------|----------------|------------------|
| 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:***

| <b>EXPENDITURES</b>      | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Regular                  | 25,599                    | 26,364                    | 26,838                                 | 25,184                                | (1,654)                                 |
| Overtime                 | 90                        | -                         | -                                      | -                                     | -                                       |
| FICA                     | 1,704                     | 1,751                     | 1,766                                  | 1,905                                 | 139                                     |
| VRS-Employer             | 2,356                     | 2,529                     | 2,412                                  | 2,264                                 | (148)                                   |
| Insurance Employer       | 322                       | 346                       | 352                                    | 330                                   | (22)                                    |
| VA Local Disability Plan | -                         | -                         | -                                      | 181                                   | 181                                     |
| Worker's Compensation    | 17                        | 17                        | 19                                     | 17                                    | (2)                                     |
| Benefits Admin Fee       | 17                        | 18                        | 18                                     | 18                                    | -                                       |
| Employee Benefits        | 5,145                     | 5,381                     | 5,762                                  | 3,570                                 | (2,192)                                 |
| VRS Health Ins Credit    | 32                        | 34                        | 33                                     | 31                                    | (2)                                     |
| <b>PERSONNEL</b>         | <b>35,282</b>             | <b>36,440</b>             | <b>37,200</b>                          | <b>33,500</b>                         | <b>(3,700)</b>                          |

## General Government – Clerk of Council

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

| <b>EXPENDITURES</b>           | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|-------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Postal Services               | 34                        | 12                        | 100                                    | 100                                   | -                                       |
| Office Equipment Lease        | -                         | 2,750                     | 2,400                                  | 2,400                                 | -                                       |
| Mileage & Transportation      | 344                       | 610                       | 800                                    | 800                                   | -                                       |
| Travel & Training             | 643                       | 2,629                     | 1,950                                  | 1,950                                 | -                                       |
| Dues & Memberships            | 655                       | 265                       | 250                                    | 250                                   | -                                       |
| Miscellaneous Charges & Fees  | 183                       | -                         | 200                                    | 200                                   | -                                       |
| Office Supplies               | 378                       | 1,135                     | 650                                    | 650                                   | -                                       |
| Books & Subscriptions         | 135                       | 136                       | 100                                    | 100                                   | -                                       |
| Other Operating Supplies      | -                         | 22                        | 150                                    | 150                                   | -                                       |
| OTHER CHARGES                 | 2,372                     | 7,559                     | 6,600                                  | 6,600                                 | -                                       |
| <b>TOTAL CLERK OF COUNCIL</b> | <b>37,654</b>             | <b>43,999</b>             | <b>43,800</b>                          | <b>40,100</b>                         | <b>(3,700)</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

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

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- Annual operating and capital budget
- Annual legislative program
- Special projects and reports
- Data and information analyses
- Manage Strategic Plan projects and action items

## General Government – City Manager

### Performance Measures:

| Indicators  | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Estimated | 2020<br>Projected |
|---|----------------|----------------|----------------|-------------------|-------------------|
| <b>Output Measures</b>  |                |                |                |                   |                   |
| Analysis and research to support Council policy formulation                         | As Necessary   | As Necessary   | As Necessary   | As Necessary      | As Necessary      |
| Operating department performance reviews  | As Necessary   | As Necessary   | As Necessary   | As Necessary      | As Necessary      |
| Contacts with Legislative Delegation and VML staff members                          | As Necessary   | 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%              | 100%              |
| Information requests from Mayor or City Council answered within 10 days             | 100%           | 100%           | 100%           | 100%              | 100%              |
| Information requests from the public answered within 10 days                        | 100%           | 100%           | 100%           | 100%              | 100%              |

### Performance Measurement Results:

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

### Expenditure Summary:

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 363,684           | 246,285           | 320,700                       | 362,000                      | 41,300                         |
| Contractual Services          | 9,452             | 1,185             | 13,500                        | 13,500                       | -                              |
| Other Charges                 | 21,657            | 7,045             | 18,000                        | 18,000                       | -                              |
| <b>TOTAL CITY MANAGER</b>     | <b>394,793</b>    | <b>254,515</b>    | <b>352,200</b>                | <b>393,500</b>               | <b>41,300</b>                  |

### Staffing Summary:

| Full-Time Employees | FY 2017    | FY 2018    | FY 2019    | FY 2020    | Inc/(Dec) |
|---------------------|------------|------------|------------|------------|-----------|
| City Manager        | 3.5        | 2.5        | 2.5        | 2.5        | 0         |
| <b>Total</b>        | <b>3.5</b> | <b>2.5</b> | <b>2.5</b> | <b>2.5</b> | <b>0</b>  |

## General Government – City Manager

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

| <b>EXPENDITURES</b>         | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|-----------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Regular                     | 281,180                   | 192,863                   | 251,569                                | 264,803                               | 13,234                                  |
| Overtime                    | 90                        | -                         | -                                      | -                                     | -                                       |
| Bonus Pay                   | -                         | -                         | -                                      | 25,000                                | 25,000                                  |
| FICA                        | 18,407                    | 12,438                    | 14,780                                 | 17,815                                | 3,035                                   |
| VRS-Employer                | 24,776                    | 17,833                    | 22,941                                 | 23,159                                | 218                                     |
| Insurance Employer          | 3,381                     | 2,434                     | 3,202                                  | 3,375                                 | 173                                     |
| VA Local Disability Plan    | 855                       | 945                       | 1,570                                  | 1,850                                 | 280                                     |
| Worker's Compensation       | 192                       | 132                       | 173                                    | 186                                   | 13                                      |
| Deferred Comp Contribution  | 7,509                     | 7,967                     | 8,128                                  | 8,290                                 | 162                                     |
| Benefits Admin Fee          | 108                       | 54                        | 90                                     | 90                                    | -                                       |
| Employee Benefits           | 26,850                    | 11,378                    | 17,954                                 | 17,118                                | (836)                                   |
| VRS Health Ins Credit       | 336                       | 241                       | 293                                    | 314                                   | 21                                      |
| <b>PERSONNEL</b>            | <b>363,684</b>            | <b>246,285</b>            | <b>320,700</b>                         | <b>362,000</b>                        | <b>41,300</b>                           |
| Other Professional Services | 8,016                     | -                         | 10,000                                 | 10,000                                | -                                       |
| Printing & Binding          | 1,033                     | 584                       | 1,500                                  | 1,500                                 | -                                       |
| Local Media                 | 403                       | 601                       | 2,000                                  | 2,000                                 | -                                       |
| <b>CONTRACTUAL SERVICES</b> | <b>9,452</b>              | <b>1,185</b>              | <b>13,500</b>                          | <b>13,500</b>                         | <b>-</b>                                |
| Postal Services             | 119                       | 76                        | 200                                    | 200                                   | -                                       |
| Telecommunications          | 1,110                     | -                         | -                                      | -                                     | -                                       |
| Mileage & Transportation    | 2,080                     | 640                       | 3,200                                  | 3,200                                 | -                                       |
| Travel & Training           | 14,142                    | 2,536                     | 8,000                                  | 8,000                                 | -                                       |
| Dues & Memberships          | 1,650                     | 1,756                     | 3,000                                  | 3,000                                 | -                                       |
| Office Supplies             | 482                       | 1,158                     | 900                                    | 900                                   | -                                       |
| Food & Food Services        | 799                       | -                         | 950                                    | 950                                   | -                                       |
| Books & Subscriptions       | 798                       | 287                       | 750                                    | 750                                   | -                                       |
| Other Operating Supplies    | 392                       | 592                       | 1,000                                  | 1,000                                 | -                                       |
| Computer Hardware/Software  | 85                        | -                         | -                                      | -                                     | -                                       |
| <b>OTHER CHARGES</b>        | <b>21,657</b>             | <b>7,045</b>              | <b>18,000</b>                          | <b>18,000</b>                         | <b>-</b>                                |
| <b>TOTAL CITY MANAGER</b>   | <b>394,793</b>            | <b>254,515</b>            | <b>352,200</b>                         | <b>393,500</b>                        | <b>41,300</b>                           |

## General Government – Communications Department

The City's Communications Office assists departments with public communication efforts to help ensure that residents, employees and the public at-large are kept accurately informed of City government services, activities and programs in a timely, effective and efficient manner.

The Communications Office facilitates public access to information, heightens awareness of government services and serves as a clearinghouse for all official government communications with the public and media. Department staff also serve as the City's Public Information Officer, Freedom of Information Act Officer, Records Management Officer, webmaster, board member appointment process manager, and in-house graphic designer, photographer and videographer.

### ***Goals:***

---

- Provide timely and accurate information to the community and media representatives
- Offer a variety of useful and interactive ways to communicate with the community
- Stay up to date and continue to offer innovative communication tools to reach a broader audience and hard to reach populations
- Be prepared for emergencies
- Respond to all FOIA requests as provided by law
- Provide exceptional and courteous customer service at all times
- Provide an accurate, user-friendly and beautiful public-facing website
- Manage the City's public records according to the Library of Virginia retention schedules and prepare for disaster recovery
- Strive to be as transparent and proactive as possible with City information
- Educate residents concerning City services and programs and the value received for their tax dollars

### ***Objectives:***

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- Provide appropriate, effective and consistent internal and external communication to inform the public about City policies, services, programs and events using up to date and effective resource methods
- Manage the City's response to all Freedom of Information Act requests
- Manage all social media, television, e-newsletter and emergency communications
- Conduct citizen survey every three years



## General Government – Communications Department

### ***Objectives - continued:***

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- Provide creative and innovative graphic design and video services to all City departments
- Provide an interactive and informative annual citizen's academy
- Manage and update the City's website and all related content
- Manage the City's records and their appropriate retention
- Oversee the City's 3-1-1 service request system, knowledgebase & mobile app
- Manage administrative functions of Council's board member appointment process
- Distribute media releases, handle all media requests for information and serve as the City's chief public information officer/spokesperson
- Serve as the City's Emergency Support Function #15-External Affairs during emergencies and major incidents
- Assist other City departments/divisions with promoting their programs, services and events

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

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- Responses to Council/citizen/media/FOIA inquiries and requests
- Strategic Plan projects and action items
- Publications: Annual Reports, brochures, flyers, reports, strategic plan document, annual informational calendar, and electronic newsletters
- Citizen's Academy
- Media releases and advisories
- Crisis communications plan
- Records management program
- Websites, Social media sites and archival system
- Government access television channel
- Mobile app
- 3-1-1 service request system
- Knowledgebase
- Photography and video production
- Community outreach events/programs

## General Government – Communications Department

### Performance Measures:

| Indicators  | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Estimated | 2020<br>Projected |
|---|----------------|----------------|----------------|-------------------|-------------------|
| <b>Output Measures</b>  |                |                |                |                   |                   |
| Prepare the City's Annual Report  | Yes            | Yes            | Yes            | Yes               | Yes               |
| News releases distributed and information posted on social media/TV channels                              | As Necessary   | As Necessary   | As Necessary   | As Necessary      | As Necessary      |
| Increase the number of visitors to <a href="http://www.winchesterva.gov">www.winchesterva.gov</a> by 10%  | n/a            | n/a            | Yes            | Yes               | Yes               |
| Increase social media followers by 5%   | n/a            | n/a            | Yes            | Yes               | Yes               |
| Increase mobile app downloads by 5%   | n/a            | n/a            | Yes            | Yes               | Yes               |
| Increase use of 3-1-1 service request system by 10%   | n/a            | n/a            | Yes            | Yes               | Yes               |
| Distribute annual information calendar  | Yes            | Yes            | Yes            | Yes               | Yes               |
| <b>Outcome Measures</b>   |                |                |                |                   |                   |
| Information requests from the public answered within 10 days  | 100%           | 100%           | 100%           | 100%              | 100%              |
| Freedom of Information Act requests from the public/media answered within 5 days (or extension requested) | 100%           | 100%           | 100%           | 100%              | 100%              |
| INSIGHT Citizen's Academy provided annually at maximum capacity   | 100%           | 100%           | 100%           | 100%              | 100%              |

### Expenditure Summary:

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | -                 | 148,643           | 160,400                       | 179,000                      | 18,600                         |
| Contractual Services          | -                 | 114,685           | 102,500                       | 93,000                       | (9,500)                        |
| Other Charges                 | -                 | 9,797             | 16,000                        | 18,400                       | 2,400                          |
| <b>TOTAL COMMUNICATIONS</b>   | <b>-</b>          | <b>273,125</b>    | <b>278,900</b>                | <b>290,400</b>               | <b>11,500</b>                  |

# General Government – Communications Department

## Staffing Summary:

| Full-Time Employees | FY 2017  | FY 2018    | FY 2019    | FY 2020    | Inc/(Dec) |
|---------------------|----------|------------|------------|------------|-----------|
| Communications      | 0        | 2.0        | 2.0        | 2.0        | 0         |
| <b>Total</b>        | <b>0</b> | <b>2.0</b> | <b>2.0</b> | <b>2.0</b> | <b>0</b>  |

## Expenditure Detail:

| EXPENDITURES                 | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                      | -                 | 109,997           | 120,852                       | 133,343                      | 12,491                         |
| Overtime                     | -                 | 334               | -                             | -                            | -                              |
| Part-time                    | -                 | 2,952             | -                             | -                            | -                              |
| FICA                         | -                 | 8,182             | 8,781                         | 9,635                        | 854                            |
| VRS-Employer                 | -                 | 10,015            | 10,907                        | 11,987                       | 1,080                          |
| Insurance Employer           | -                 | 1,369             | 1,583                         | 1,747                        | 164                            |
| VA Local Disability Plan     | -                 | 204               | 356                           | 363                          | 7                              |
| Worker's Compensation        | -                 | 75                | 84                            | 90                           | 6                              |
| Benefits Admin Fee           | -                 | 65                | 72                            | 72                           | -                              |
| Employee Benefits            | -                 | 15,314            | 17,621                        | 21,603                       | 3,982                          |
| VRS Health Ins Credit        | -                 | 136               | 144                           | 160                          | 16                             |
| <b>PERSONNEL</b>             | <b>-</b>          | <b>148,643</b>    | <b>160,400</b>                | <b>179,000</b>               | <b>18,600</b>                  |
| Other Professional Services  | -                 | 108,415           | 89,000                        | 80,000                       | (9,000)                        |
| Printing & Binding           | -                 | 5,720             | 10,500                        | 12,000                       | 1,500                          |
| Local Media                  | -                 | 550               | 3,000                         | 1,000                        | (2,000)                        |
| <b>CONTRACTUAL SERVICES</b>  | <b>-</b>          | <b>114,685</b>    | <b>102,500</b>                | <b>93,000</b>                | <b>(9,500)</b>                 |
| Postal Services              | -                 | 38                | 1,000                         | 900                          | (100)                          |
| Telecommunications           | -                 | 93                | -                             | -                            | -                              |
| Mileage & Transportation     | -                 | 1,060             | 4,000                         | 4,000                        | -                              |
| Travel & Training            | -                 | 2,787             | 5,000                         | 5,000                        | -                              |
| Dues & Memberships           | -                 | 805               | 1,000                         | 1,000                        | -                              |
| Miscellaneous Charges & Fees | -                 | 50                | -                             | -                            | -                              |
| Office Supplies              | -                 | 262               | 1,000                         | 500                          | (500)                          |
| Food & Food Services         | -                 | 973               | 500                           | 500                          | -                              |
| Uniforms & Apparel           | -                 | -                 | 500                           | 700                          | 200                            |
| Books & Subscriptions        | -                 | 735               | 1,500                         | 1,800                        | 300                            |
| Other Operating Supplies     | -                 | 2,994             | 1,500                         | 4,000                        | 2,500                          |
| <b>OTHER CHARGES</b>         | <b>-</b>          | <b>9,797</b>      | <b>16,000</b>                 | <b>18,400</b>                | <b>2,400</b>                   |
| <b>TOTAL COMMUNICATIONS</b>  | <b>-</b>          | <b>273,125</b>    | <b>278,900</b>                | <b>290,400</b>               | <b>11,500</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>Expenditure by Classification</b> | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Personnel Services                   | 241,261                   | 260,657                   | 262,200                                | 219,600                               | (42,600)                                |
| Contractual Services                 | 15,253                    | 11,397                    | 26,500                                 | 24,000                                | (2,500)                                 |
| Internal Services                    | 1,100                     | 1,192                     | -                                      | -                                     | -                                       |
| Other Charges                        | 15,383                    | 18,515                    | 18,800                                 | 20,700                                | 1,900                                   |
| <b>TOTAL EXPENDITURES</b>            | <b>272,997</b>            | <b>291,761</b>            | <b>307,500</b>                         | <b>264,300</b>                        | <b>(43,200)</b>                         |

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

| <b>Full-Time Employees</b> | <b>FY 2017</b> | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>Inc/(Dec)</b> |
|----------------------------|----------------|----------------|----------------|----------------|------------------|
| City Attorney              | 3.0            | 3.0            | 3.0            | 2.0            | (1.0)            |
| <b>Total</b>               | <b>3.0</b>     | <b>3.0</b>     | <b>3.0</b>     | <b>2.0</b>     | <b>(1.0)</b>     |

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

| <b>EXPENDITURES</b>        | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|----------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Regular                    | 199,161                   | 204,011                   | 208,086                                | 175,861                               | (32,225)                                |
| Overtime                   | 67                        | 277                       | -                                      | -                                     | -                                       |
| FICA                       | 13,767                    | 14,756                    | 12,394                                 | 10,941                                | (1,453)                                 |
| VRS-Employer               | 18,335                    | 19,567                    | 18,707                                 | 15,810                                | (2,897)                                 |
| Insurance Employer         | 2,502                     | 2,674                     | 2,725                                  | 2,303                                 | (422)                                   |
| Worker's Compensation      | 133                       | 149                       | 153                                    | 122                                   | (31)                                    |
| Deferred Comp Contribution | 141                       | 7,471                     | 7,620                                  | -                                     | (7,620)                                 |
| Benefits Admin Fee         | 69                        | 72                        | 72                                     | 72                                    | -                                       |
| Employee Benefits          | 6,838                     | 11,415                    | 12,192                                 | 14,280                                | 2,088                                   |
| VRS Health Ins Credit      | 248                       | 265                       | 251                                    | 211                                   | (40)                                    |
| <b>PERSONNEL</b>           | <b>241,261</b>            | <b>260,657</b>            | <b>262,200</b>                         | <b>219,600</b>                        | <b>(42,600)</b>                         |

## General Government – City Attorney

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

| <b>EXPENDITURES</b>          | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Legal Services               | 5,908                     | 9,105                     | 22,500                                 | 20,000                                | (2,500)                                 |
| Other Professional Services  | 5,891                     | 871                       | 2,600                                  | 2,600                                 | -                                       |
| Printing & Binding           | 468                       | -                         | 200                                    | 200                                   | -                                       |
| Local Media                  | 2,986                     | 1,421                     | 1,200                                  | 1,200                                 | -                                       |
| CONTRACTUAL SERVICES         | 15,253                    | 11,397                    | 26,500                                 | 24,000                                | (2,500)                                 |
| Copier Charges               | 1,100                     | 1,192                     | -                                      | -                                     | -                                       |
| INTERNAL SERVICES            | 1,100                     | 1,192                     | -                                      | -                                     | -                                       |
| Postal Services              | 514                       | 460                       | 1,300                                  | 1,300                                 | -                                       |
| Telecommunications           | 1,542                     | 111                       | -                                      | -                                     | -                                       |
| Lease of Office Equipment    | -                         | 218                       | 2,100                                  | 2,800                                 | 700                                     |
| Mileage & Transportation     | 552                       | 1,154                     | 1,200                                  | 1,200                                 | -                                       |
| Travel & Training            | 2,859                     | 5,062                     | 4,000                                  | 4,000                                 | -                                       |
| Dues & Memberships           | 1,216                     | 1,690                     | 2,250                                  | 2,250                                 | -                                       |
| Court Filing Fees            | 106                       | 125                       | 100                                    | 100                                   | -                                       |
| Miscellaneous Charges & Fees | 130                       | 94                        | 250                                    | 1,450                                 | 1,200                                   |
| Office Supplies              | 1,449                     | 2,676                     | 1,200                                  | 1,200                                 | -                                       |
| Food & Food Services         | -                         | 98                        | -                                      | -                                     | -                                       |
| Books & Subscriptions        | 6,361                     | 4,825                     | 5,200                                  | 5,200                                 | -                                       |
| Other Operating Supplies     | 654                       | 2,002                     | 1,200                                  | 1,200                                 | -                                       |
| OTHER CHARGES                | 15,383                    | 18,515                    | 18,800                                 | 20,700                                | 1,900                                   |
| <b>TOTAL CITY ATTORNEY</b>   | <b>272,997</b>            | <b>291,761</b>            | <b>307,500</b>                         | <b>264,300</b>                        | <b>(43,200)</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:***

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| EXPENDITURES                      | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Accounting & Auditing             | 62,569            | 63,831            | 65,000                        | 65,000                       | -                              |
| Other Professional Services       | 13,500            | 4,500             | 15,000                        | 15,000                       | -                              |
| CONTRACTUAL SERVICES              | 76,069            | 68,331            | 80,000                        | 80,000                       | -                              |
| <b>TOTAL INDEPENDENT AUDITORS</b> | <b>76,069</b>     | <b>68,331</b>     | <b>80,000</b>                 | <b>80,000</b>                | <b>-</b>                       |



## General Government – Human Resources

The City of Winchester's Human Resources Department administers comprehensive programs aiming to attract, motivate, and retain an efficient, diverse, and productive work force. The HR Department provides programs and services to a work force of approximately 600 full time and part time employees, primarily responsible for providing outstanding government services to our citizens. In addition, the HR department assists the City Manager with Risk Management by monitoring the City's insurance coverage, updating policies, filing claims, and depositing payments.

### ***Objectives:***

---

- Develop Human Resource policies to meet the needs of the organization while ensuring legal compliance
- Provide employee relations counseling to City employees, supervisors, and managers to improve work relationships and the work environment
- Administer a total compensation program that attracts applicants, maintains internal equity, competes in relevant labor markets, and retains high performers
- Provide professional development programs designed to meet the needs of the work force by enhancing their knowledge, skills, and abilities; and preparing employees for future challenges and opportunities

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

---

- Policy development and interpretation
- Recruitment, hiring, and employee orientation
- Compensation administration
- Maintenance of Personnel files
- Employee Professional Development
- Benefits Administration
- Employee relations/advice/guidance

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

---

| Indicators  | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Estimated | 2020<br>Projected |
|---|----------------|----------------|----------------|-------------------|-------------------|
| <b>Input/Output Measures</b>                      |                |                |                |                   |                   |
| Employment applications received*                 | 5,260          | 4,789          | 7,840          | 5,085             | 5,750             |
| Number of new hires (includes seasonal employees) | 132            | 161            | 145            | 160               | 175               |

\*The decrease in applications received is due to the elimination of the previous practice of leaving job postings up until a hire date was set for the successful candidate.

## General Government – Human Resources

### Expenditure Summary:

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 413,233           | 454,132           | 448,100                       | 462,200                      | 14,100                         |
| Contractual Services          | 100,662           | 94,663            | 52,500                        | 52,500                       | -                              |
| Internal Services             | 2,764             | 2,025             | 2,000                         | -                            | (2,000)                        |
| Other Charges                 | 60,084            | 48,288            | 41,700                        | 44,800                       | 3,100                          |
| <b>TOTAL EXPENDITURES</b>     | <b>576,743</b>    | <b>599,108</b>    | <b>544,300</b>                | <b>559,500</b>               | <b>15,200</b>                  |

### Staffing Summary:

| Full-Time Employees | FY 2017    | FY 2018    | FY 2019    | FY 2020    | Inc/(Dec) |
|---------------------|------------|------------|------------|------------|-----------|
| Human Resources     | 6.0        | 5.0        | 5.0        | 5.0        | 0         |
| <b>Total</b>        | <b>6.0</b> | <b>5.0</b> | <b>5.0</b> | <b>5.0</b> | <b>0</b>  |

### Expenditure Detail:

| EXPENDITURES                | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                     | 286,627           | 316,475           | 315,692                       | 320,525                      | 4,833                          |
| Overtime                    | 1,306             | 992               | 500                           | 500                          | -                              |
| Part-time Non-Classified    | 23,158            | 23,385            | 24,480                        | 25,200                       | 720                            |
| FICA                        | 22,911            | 25,340            | 24,144                        | 24,225                       | 81                             |
| VRS-Employer                | 26,183            | 29,244            | 28,660                        | 28,815                       | 155                            |
| Retirees                    | 10,848            | 5,700             | 500                           | -                            | (500)                          |
| Insurance Employer          | 3,573             | 3,994             | 4,136                         | 4,199                        | 63                             |
| VA Local Disability Plan    | 244               | 496               | 619                           | 944                          | 325                            |
| Worker's Compensation       | 208               | 224               | 242                           | 230                          | (12)                           |
| Tuition Assistance          | 2,071             | 7,554             | 5,000                         | 5,000                        | -                              |
| Benefits Admin Fee          | 159               | 177               | 180                           | 180                          | -                              |
| Employee Benefits           | 35,590            | 40,155            | 43,569                        | 51,997                       | 8,428                          |
| VRS Health Ins Credit       | 355               | 396               | 378                           | 385                          | 7                              |
| <b>PERSONNEL</b>            | <b>413,233</b>    | <b>454,132</b>    | <b>448,100</b>                | <b>462,200</b>               | <b>14,100</b>                  |
| Health Care Services        | 20,263            | 29,075            | 28,500                        | 28,500                       | -                              |
| EAP Services                | 16,185            | 5,250             | -                             | -                            | -                              |
| Other Professional Services | 35,091            | 14,257            | -                             | -                            | -                              |
| Training/Education          | 3,982             | 8,591             | -                             | -                            | -                              |

## General Government – Human Resources

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

| <b>EXPENDITURES</b>          | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Printing & Binding           | 3,514                     | 4,446                     | 3,000                                  | 3,000                                 | -                                       |
| Local Media                  | 21,627                    | 30,037                    | 20,000                                 | 20,000                                | -                                       |
| Food & Food Services         | -                         | 3,007                     | 1,000                                  | 1,000                                 | -                                       |
| CONTRACTUAL SERVICES         | 100,662                   | 94,663                    | 52,500                                 | 52,500                                | -                                       |
| Copier Charges               | 2,764                     | 2,025                     | 2,000                                  | -                                     | (2,000)                                 |
| INTERNAL SERVICES            | 2,764                     | 2,025                     | 2,000                                  | -                                     | (2,000)                                 |
| Postal Services              | 709                       | 4,010                     | 1,500                                  | 1,500                                 | -                                       |
| Telecommunications           | -                         | 435                       | -                                      | 5,400                                 | 5,400                                   |
| Mileage & Transportation     | -                         | -                         | 1,300                                  | 1,300                                 | -                                       |
| Travel & Training            | 790                       | 7,199                     | 4,000                                  | 4,000                                 | -                                       |
| Dues & Memberships           | 1,541                     | 2,257                     | 1,600                                  | 1,600                                 | -                                       |
| Miscellaneous Charges & Fees | 1,843                     | 1,270                     | 1,100                                  | 1,300                                 | 200                                     |
| Background Checks            | 14,508                    | 13,377                    | 11,700                                 | 11,700                                | -                                       |
| Office Supplies              | 13,344                    | 5,956                     | 4,500                                  | 5,000                                 | 500                                     |
| Food & Food Service          | 8,941                     | 6,720                     | 1,000                                  | 1,500                                 | 500                                     |
| Books & Subscriptions        | 959                       | 646                       | 1,000                                  | 1,000                                 | -                                       |
| Other Operating Supplies     | 4,767                     | 3,988                     | 3,000                                  | 4,000                                 | 1,000                                   |
| Computer Hardware/Software   | 311                       | 200                       | -                                      | -                                     | -                                       |
| Awards, Plaques, Other       | 7,289                     | 386                       | 9,500                                  | 5,000                                 | (4,500)                                 |
| Memorials                    | 5,082                     | 1,844                     | 1,500                                  | 1,500                                 | -                                       |
| OTHER CHARGES                | 60,084                    | 48,288                    | 41,700                                 | 44,800                                | 3,100                                   |
| <b>TOTAL HUMAN RESOURCES</b> | <b>576,743</b>            | <b>599,108</b>            | <b>544,300</b>                         | <b>559,500</b>                        | <b>15,200</b>                           |

| <b>EXPENDITURES</b>          | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| <b>RISK MANAGEMENT</b>       |                           |                           |  |                                       |   |
| Public Official Liability    | -                         | 2,500                     | -                                      | -                                     | -                                       |
| General Liability            | 72,504                    | 75,937                    | 80,000                                 | 80,000                                | -                                       |
| OTHER CHARGES                | 72,504                    | 78,437                    | 80,000                                 | 80,000                                | -                                       |
| <b>TOTAL RISK MANAGEMENT</b> | <b>72,504</b>             | <b>78,437</b>             | <b>80,000</b>                          | <b>80,000</b>                         | <b>-</b>                                |

## General Government – Commissioner of the Revenue

The Commissioner of the Revenue is directly accountable to the citizens of Winchester through an elected professional position. As the chief tax assessment officer for the City, the Commissioner is responsible for fair and equitable assessment of local taxes pursuant to state and local law while providing a high level of customer service:

- Business Taxes: including business licenses; business personal property; excise taxes of meals, short-term lodging, admissions and short-term rental; discovery, audit and appeals programs
- Vehicle Taxes: including personal property tax, personal property tax relief, vehicle license fees, exemptions and proration
- Real Estate Records and Taxes: including annual billing; transfers of ownership; assessment and recordation of changes; tax exemptions and deductions; tax incentives
- Other Taxes: Including public service corporations; bank franchise; cigarette stamps

The Commissioner's office also provides assistance with Virginia Individual Income Tax Returns maintains a library of tax returns, monitors pending state legislation which may affect our community, and is an active member of the Community Response Team with a unified approach to resolve community concerns at the source.

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

| Indicators                              | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Estimated | 2020<br>Projected |
|---|----------------|----------------|----------------|-------------------|-------------------|
| <b>Real Estate</b>                      |                |                |                |                   |                   |
| Parcels of Land                         | 9,961          | 9,959          | 9,945          | 9,950             | 9,950             |
| Tax Relief Applications                 | 307            | 296            | 255            | 250               | 250               |
| Real Estate Transfers                   | 751            | 772            | 857            | 850               | 850               |
| Public Service Corporations             | 25             | 28             | 27             | 27                | 27                |
| <b>Personal Property</b>                |                |                |                |                   |                   |
| Vehicle Assessments                     | 28,084         | 29,068         | 30,124         | 30,000            | 30,000            |
| Personal Property Tax Relief Compliance | 23,813         | 24,723         | 25,943         | 26,000            | 26,000            |
| Vehicle New Registrations               | 9,061          | 11,799         | 11,669         | 11,700            | 11,700            |

## General Government – Commissioner of the Revenue

### *Performance Measures - continued:*

| Indicators                             | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Estimated | 2020<br>Projected |
|--|----------------|----------------|----------------|-------------------|-------------------|
| <b>Personal Property - continued</b>   |                |                |                |                   |                   |
| Vehicle Registration Deletions         | 3,744          | 3,323          | 6,823          | 6,800             | 6,800             |
| Business Personal Property Assessments | 3,112          | 3,412          | 3,114          | 3,100             | 3,100             |
| <b>Business Taxes</b>                  |                |                |                |                   |                   |
| Business Licenses Assessed             | 4,391          | 4,334          | 3,806          | 3,800             | 3,800             |
| Excise Taxes Assessed                  | 294            | 289            | 289            | 290               | 290               |
| Financial Institutions                 | 10             | 11             | 11             | 11                | 11                |

### *Expenditure Summary:*

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 471,565           | 501,665           | 526,000                       | 556,200                      | 30,200                         |
| Contractual Services          | 4,268             | 3,356             | 5,450                         | 5,700                        | 250                            |
| Internal Services             | 191               | 422               | 600                           | 600                          | -                              |
| Other Charges                 | 48,116            | 52,118            | 50,750                        | 53,500                       | 2,750                          |
| <b>TOTAL EXPENDITURES</b>     | <b>524,140</b>    | <b>557,561</b>    | <b>582,800</b>                | <b>616,000</b>               | <b>33,200</b>                  |

### *Funding Sources:*

| Funding Sources                | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Revenue from Commonwealth      | 104,165           | 113,504           | 106,600                       | 119,875                      | 13,275                         |
| Designated Funding Sources     | 104,165           | 113,504           | 106,600                       | 119,875                      | 13,275                         |
| <b>Net General Tax Support</b> | <b>419,490</b>    | <b>444,057</b>    | <b>476,200</b>                | <b>496,125</b>               | <b>19,925</b>                  |

# General Government – Commissioner of the Revenue

## Staffing Summary:

| Full-Time Employees         | FY 2017    | FY 2018    | FY 2019    | FY 2020    | Inc/(Dec) |
|-----------------------------|------------|------------|------------|------------|-----------|
| Commissioner of the Revenue | 8.0        | 8.0        | 8.0        | 8.0        | 0         |
| <b>Total</b>                | <b>8.0</b> | <b>8.0</b> | <b>8.0</b> | <b>8.0</b> | <b>0</b>  |

## Expenditure Detail:

| EXPENDITURES                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                       | 349,114           | 376,433           | 395,329                       | 406,478                      | 11,149                         |
| Overtime                      | 1,301             | 121               | -                             | -                            | -                              |
| Part-time Non-Classified      | 17,021            | 14,290            | 15,800                        | 16,275                       | 475                            |
| FICA                          | 27,625            | 29,485            | 30,888                        | 31,933                       | 1,045                          |
| VRS-Employer                  | 31,606            | 36,145            | 35,845                        | 36,542                       | 697                            |
| Insurance Employer            | 4,313             | 4,941             | 5,179                         | 5,325                        | 146                            |
| VA Local Disability Plan      | 316               | 473               | 645                           | 644                          | (1)                            |
| Worker's Compensation         | 246               | 258               | 278                           | 282                          | 4                              |
| Benefits Admin Fee            | 267               | 288               | 288                           | 288                          | -                              |
| Employee Benefits             | 39,701            | 39,231            | 41,689                        | 58,433                       | 16,744                         |
| VRS Health Ins Credit         | 55                | -                 | 59                            | -                            | (59)                           |
| <b>PERSONNEL</b>              | <b>471,565</b>    | <b>501,665</b>    | <b>526,000</b>                | <b>556,200</b>               | <b>30,200</b>                  |
| Other Professional Services   | 660               | 566               | 700                           | 950                          | 250                            |
| Vehicle Repairs & Maintenance | 18                | -                 | 50                            | 50                           | -                              |
| Printing & Binding            | 928               | 545               | 1,500                         | 1,500                        | -                              |
| Local Media                   | 241               | 215               | 500                           | 500                          | -                              |
| State Computer Services       | 95                | 95                | 100                           | 100                          | -                              |
| Billing Service               | 2,326             | 1,935             | 2,600                         | 2,600                        | -                              |
| <b>CONTRACTUAL SERVICES</b>   | <b>4,268</b>      | <b>3,356</b>      | <b>5,450</b>                  | <b>5,700</b>                 | <b>250</b>                     |
| Fleet Fuel                    | 51                | 132               | 300                           | 250                          | (50)                           |
| Fleet Parts                   | 11                | 135               | 100                           | 150                          | 50                             |
| Fleet Labor                   | 129               | 155               | 200                           | 200                          | -                              |
| <b>INTERNAL SERVICES</b>      | <b>191</b>        | <b>422</b>        | <b>600</b>                    | <b>600</b>                   | <b>-</b>                       |
| Postal Services               | 12,635            | 11,942            | 13,000                        | 14,200                       | 1,200                          |
| Telecommunications            | 880               | 160               | -                             | -                            | -                              |
| Motor Vehicle Insurance       | 229               | 235               | 500                           | 500                          | -                              |
| Office Equipment Lease        | 2,331             | 2,083             | 2,400                         | 2,400                        | -                              |
| Mileage & Transportation      | 1,535             | 807               | 2,000                         | 2,000                        | -                              |
| Travel & Training             | 4,874             | 5,759             | 6,000                         | 6,000                        | -                              |



## General Government – Commissioner of the Revenue

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

| <b>EXPENDITURES</b>          | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Dues & Memberships           | 800                       | 895                       | 1,300                                  | 1,300                                 | -                                       |
| Miscellaneous Charges & Fees | 75                        | -                         | 100                                    | 100                                   | -                                       |
| Office Supplies              | 3,300                     | 7,545                     | 2,400                                  | 2,400                                 | -                                       |
| Vehicle & Equipment Fuels    | 22                        | -                         | 50                                     | -                                     | (50)                                    |
| Uniforms & Apparel           | 135                       | -                         | -                                      | -                                     | -                                       |
| Books & Subscriptions        | 6,541                     | 6,109                     | 7,000                                  | 7,600                                 | 600                                     |
| Other Operating Supplies     | 1,945                     | 3,563                     | 3,000                                  | 3,500                                 | 500                                     |
| Cigarette Tax Stamps         | 12,722                    | 12,722                    | 13,000                                 | 13,500                                | 500                                     |
| Computer Supplies            | 92                        | 298                       | -                                      | -                                     | -                                       |
| OTHER CHARGES                | 48,116                    | 52,118                    | 50,750                                 | 53,500                                | 2,750                                   |
| <b>TOTAL COMM OF REVENUE</b> | <b>524,140</b>            | <b>557,561</b>            | <b>582,800</b>                         | <b>616,000</b>                        | <b>33,200</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:***

| Indicators               | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Estimated | 2020<br>Projected |
|--------------------------|----------------|----------------|----------------|-------------------|-------------------|
| <b>Real Estate</b>       |                |                |                |                   |                   |
| Current Collections      | \$25,509,632   | \$26,150,509   | \$27,161,070   | \$27,824,000      | \$28,960,000      |
| Collection Rate          | 99%            | 99%            | 99%            | TBD               | TBD               |
| Delinquent Collections   | \$899,421      | \$1,060,710    | \$1,095,205    | \$1,000,000       | \$1,000,000       |
| <b>Personal Property</b> |                |                |                |                   |                   |
| Current Collections      | \$9,090,016    | \$9,285,852    | \$10,070,148   | \$10,300,000      | \$11,000,000      |
| Collection Rate          | 98%            | 98%            | 98%            | TBD               | TBD               |
| Delinquent Collections   | \$646,080      | \$528,054      | \$555,009      | \$600,000         | \$600,000         |

TBD- Collection Rate determined once Fiscal Year is completed.

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

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 383,992           | 407,602           | 411,800                       | 441,600                      | 29,800                         |
| Contractual Services          | 29,617            | 50,248            | 35,700                        | 38,100                       | 2,400                          |
| Other Charges                 | 39,261            | 29,734            | 33,400                        | 32,900                       | (500)                          |
| <b>TOTAL EXPENDITURES</b>     | <b>452,870</b>    | <b>487,584</b>    | <b>480,900</b>                | <b>512,600</b>               | <b>31,700</b>                  |

## General Government - Treasurer

### Funding Sources:

| Funding Sources                | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Miscellaneous Revenue          | 51,281            | 44,030            | 60,500                        | 50,500                       | (10,000)                       |
| Revenue from Commonwealth      | 94,965            | 97,133            | 97,700                        | 109,300                      | 11,600                         |
| Designated Revenue             | 146,246           | 141,163           | 158,200                       | 159,800                      | 1,600                          |
| <b>Net General Tax Support</b> | <b>306,624</b>    | <b>346,421</b>    | <b>322,700</b>                | <b>352,800</b>               | <b>30,100</b>                  |

### Staffing Summary:

| Full-Time Employees | FY 2017    | FY 2018    | FY 2019    | FY 2020    | Inc/(Dec) |
|---------------------|------------|------------|------------|------------|-----------|
| Treasurer           | 6.0        | 6.0        | 6.0        | 6.0        | 0         |
| <b>Total</b>        | <b>6.0</b> | <b>6.0</b> | <b>6.0</b> | <b>6.0</b> | <b>0</b>  |

### Expenditure Detail:

| EXPENDITURES                | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                     | 286,835           | 300,639           | 300,077                       | 312,469                      | 12,392                         |
| Overtime                    | 1,452             | 617               | 1,000                         | 1,000                        | -                              |
| FICA                        | 20,437            | 21,418            | 21,271                        | 22,630                       | 1,359                          |
| VRS-Employer                | 26,391            | 27,906            | 26,976                        | 28,091                       | 1,115                          |
| Retirees                    | -                 | 4,750             | 6,000                         | 7,140                        | 1,140                          |
| Insurance Employer          | 3,601             | 3,813             | 3,931                         | 4,093                        | 162                            |
| VA Local Disability Plan    | -                 | 144               | 248                           | 478                          | 230                            |
| Worker's Compensation       | 193               | 198               | 201                           | 209                          | 8                              |
| Benefits Admin Fee          | 207               | 213               | 216                           | 216                          | -                              |
| Employee Benefits           | 44,876            | 47,904            | 51,880                        | 65,274                       | 13,394                         |
| <b>PERSONNEL</b>            | <b>383,992</b>    | <b>407,602</b>    | <b>411,800</b>                | <b>441,600</b>               | <b>29,800</b>                  |
| Other Professional Services | 275               | 6,540             | 3,500                         | 4,700                        | 1,200                          |
| Printing & Binding          | 683               | 638               | 1,200                         | 800                          | (400)                          |
| Local Media                 | 3,480             | 17,486            | 3,000                         | 3,600                        | 600                            |
| State Computer Services     | 1,300             | -                 | 1,000                         | -                            | (1,000)                        |
| Billing Service             | 23,879            | 25,584            | 27,000                        | 29,000                       | 2,000                          |
| <b>CONTRACTUAL SERVICES</b> | <b>29,617</b>     | <b>50,248</b>     | <b>35,700</b>                 | <b>38,100</b>                | <b>2,400</b>                   |

## General Government - Treasurer

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

| <b>EXPENDITURES</b>          | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Postal Services              | 9,614                     | 9,811                     | 11,500                                 | 12,000                                | 500                                     |
| Telecommunications           | 486                       | 527                       | 600                                    | 600                                   | -                                       |
| Office Equipment Lease       | 1,367                     | 2,288                     | 1,700                                  | 2,100                                 | 400                                     |
| Mileage & Transportation     | 398                       | 699                       | 1,200                                  | 900                                   | (300)                                   |
| Travel & Training            | 7,887                     | 2,049                     | 4,700                                  | 4,900                                 | 200                                     |
| Banking Fees                 | 9,499                     | 1,327                     | 2,350                                  | -                                     | (2,350)                                 |
| Dues & Memberships           | 495                       | 1,935                     | 750                                    | 750                                   | -                                       |
| Miscellaneous Charges & Fees | 1,869                     | 1,044                     | 1,800                                  | 1,400                                 | (400)                                   |
| Office Supplies              | 3,158                     | 5,075                     | 5,000                                  | 5,200                                 | 200                                     |
| Books & Subscriptions        | 112                       | 266                       | 200                                    | 250                                   | 50                                      |
| Other Operating Supplies     | 4,376                     | 4,713                     | 3,600                                  | 4,800                                 | 1,200                                   |
| OTHER CHARGES                | 39,261                    | 29,734                    | 33,400                                 | 32,900                                | (500)                                   |
| <b>TOTAL TREASURER</b>       | <b>452,870</b>            | <b>487,584</b>            | <b>480,900</b>                         | <b>512,600</b>                        | <b>31,700</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, 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 530+ 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.
- 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.

**Strategic Plan Goal:** Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation.

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The City's website includes a link to the City's OpenGov Financial Transparency website at <https://winchesterva.opengov.com>. The site provides up to date information on the City's financial information.

## General Government – Finance

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

| Indicators   | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Estimated | 2020<br>Projected |
|--|----------------|----------------|----------------|-------------------|-------------------|
| <b>Output Measures</b>   |                |                |                |                   |                   |
| Prepare monthly reports for City Council   | 12             | 12             | 12             | 12                | 12                |
| Improve efficiency by decreasing the number of Vendor checks issued  | 8,080          | 7,728          | 7,286          | 7,000             | 6,500             |
| Improve efficiency by increasing the number of Electronic Funds vendor payments (EFTs)                         | 1,700          | 2,479          | 2,641          | 2,900             | 3,000             |
| Prepare monthly and quarterly payroll reports and send to State and Federal agencies                           | Yes            | Yes            | Yes            | Yes               | Yes               |
| Purchase orders issued   | 471            | 452            | 324            | 350               | 375               |
| <b>Outcome Measures</b>  |                |                |                |                   |                   |
| Receive “clean” annual audit opinion as reported in the Comprehensive Annual Financial Report (CAFR)           | Yes            | Yes            | Yes            | Yes               | Yes               |
| Maintain Aa2 and AAA bond ratings  | Yes            | Yes            | Yes            | Yes               | Yes               |
| Obtain the Government Finance Officers Association (GFOA) Certificate of Achievement for CAFR                  | Yes            | Yes            | Yes            | Yes               | Yes               |
| Obtain GFOA Distinguished Budget Presentation Award for operating budget                                       | Yes            | Yes            | Yes            | Yes               | Yes               |
| Prepare City Manager's budget that supports a results driven document to support City Council's strategic plan | Yes            | 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 2018 CAFR was awarded a Certificate of Achievement of Excellence in Financial Reporting and the City's FY 2019 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 2017.



## General Government – Finance

### Staffing Summary:

| Full-Time Employees | FY 2017    | FY 2018    | FY 2019    | FY 2020    | Inc/(Dec) |
|---------------------|------------|------------|------------|------------|-----------|
| Finance             | 6.0        | 6.0        | 6.0        | 6.0        | 0         |
| <b>Total</b>        | <b>6.0</b> | <b>6.0</b> | <b>6.0</b> | <b>6.0</b> | <b>0</b>  |

### Expenditure Summary:

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 526,499           | 568,542           | 582,700                       | 608,600                      | 25,900                         |
| Contractual Services          | 108,514           | 80,858            | 119,000                       | 118,000                      | (1,000)                        |
| Internal Services             | -                 | 130               | -                             | -                            | -                              |
| Other Charges                 | 16,347            | 21,728            | 28,200                        | 27,700                       | (500)                          |
| <b>TOTAL EXPENDITURES</b>     | <b>651,360</b>    | <b>671,258</b>    | <b>729,900</b>                | <b>754,300</b>               | <b>24,400</b>                  |

### Expenditure Detail:

| EXPENDITURES                | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                     | 406,931           | 434,054           | 446,613                       | 460,036                      | 13,423                         |
| Overtime                    | 309               | 232               | 500                           | 200                          | (300)                          |
| Part-time Non-Classified    | 1,453             | -                 | -                             | -                            | -                              |
| FICA                        | 30,153            | 32,183            | 31,207                        | 31,792                       | 585                            |
| VRS-Employer                | 37,402            | 41,638            | 40,151                        | 41,357                       | 1,206                          |
| Insurance Employer          | 5,104             | 5,689             | 5,851                         | 6,027                        | 176                            |
| Worker's Compensation       | 298               | 286               | 301                           | 310                          | 9                              |
| Benefits Admin Fee          | 198               | 216               | 216                           | 216                          | -                              |
| Employee Benefits           | 44,144            | 53,680            | 57,326                        | 68,110                       | 10,784                         |
| VRS Health Ins Credit       | 507               | 564               | 535                           | 552                          | 17                             |
| <b>PERSONNEL</b>            | <b>526,499</b>    | <b>568,542</b>    | <b>582,700</b>                | <b>608,600</b>               | <b>25,900</b>                  |
| Other Professional Services | 106,557           | 79,339            | 115,000                       | 115,000                      | -                              |
| Boards/Commission Members   | 1,050             | -                 | 1,000                         | 1,000                        | -                              |
| Printing & Binding          | 907               | 1,519             | 3,000                         | 2,000                        | (1,000)                        |
| <b>CONTRACTUAL SERVICES</b> | <b>108,514</b>    | <b>80,858</b>     | <b>119,000</b>                | <b>118,000</b>               | <b>(1,000)</b>                 |

## General Government – Finance

### *Expenditure Detail – continued:*

| EXPENDITURES                 | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Copier Charges               | -                 | 130               | -                             | -                            | -                              |
| INTERNAL SERVICES            | -                 | 130               | -                             | -                            | -                              |
| Postal Services              | 3,789             | 3,477             | 4,000                         | 4,000                        | -                              |
| Telecommunications           | 935               | 602               | 500                           | -                            | (500)                          |
| Office Equipment             | 2,265             | 2,247             | 2,500                         | 3,000                        | 500                            |
| Mileage & Transportation     | -                 | 525               | 2,000                         | 2,000                        | -                              |
| Travel & Training            | 1,248             | 1,550             | 5,000                         | 5,000                        | -                              |
| Dues & Memberships           | 2,612             | 2,995             | 4,500                         | 3,000                        | (1,500)                        |
| Miscellaneous Charges & Fees | 360               | 1,167             | 1,200                         | 1,200                        | -                              |
| Office Supplies              | 2,186             | 5,586             | 3,000                         | 4,000                        | 1,000                          |
| Books & Subscriptions        | 661               | 266               | 500                           | 500                          | -                              |
| Other Operating Supplies     | 2,291             | 3,313             | 5,000                         | 5,000                        | -                              |
| OTHER CHARGES                | 16,347            | 21,728            | 28,200                        | 27,700                       | (500)                          |
| <b>TOTAL FINANCE</b>         | <b>651,360</b>    | <b>671,258</b>    | <b>729,900</b>                | <b>754,300</b>               | <b>24,400</b>                  |

## General Government – Innovation and Information Services

The Innovation and Information Services Department (IIS) provides leadership, governance and expertise in the development and deployment of modern technological resources to improve government efficiency and effectiveness. Furthermore, IIS consistently strives for improvement by researching new technology trends and by promoting an ongoing pursuit of innovation within the department to empower our internal users while enhancing our citizenry's access to government.

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

---

- Encourage collaboration and efficient utilization of technology through the procurement and implementation of innovative technology-based applications and equipment.
- Attain internal customer satisfaction of 90%, based on customer experience surveys, through the implementation of effective and practical technological resources that reduce outages and promote overall efficiency.
- Close 75% of help tickets (incidents) on first contact.
- Design and maintain a technology base that incorporates mobile and/or virtual utilization of the City's various applications and products to increase our citizenry's ease of access to their local government.

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

---

- Average time needed to resolve help tickets (incidents) – 4Hours
- Percentage of incidents closed on first contact – 70%
- Total number of general user devices managed - 720
- Internal employee satisfaction - TBD
- Number of new or improved business opportunities leveraging technology - 11

## General Government – Innovation and Information Services

### Outcomes/Trends:

| Indicators  | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Estimated | 2020<br>Projected |
|---|----------------|----------------|----------------|-------------------|-------------------|
| <b>Number of Devices</b>  |                |                |                |                   |                   |
| Number of workstations/computers  | 275            | 284            | 261            | 255               | 260               |
| Number of laptops   | 121            | 121            | 175            | 192               | 200               |
| Number of mobile devices managed  | 50             | 50             | 200            | 273               | 280               |
| Number of servers (physical/virtual)  | 36/63          | 36/63          | 15/79          | 10/85             | 5/90              |
| Number of network devices   | 69             | 69             | 72             | 75                | 80                |
| <b>Measures</b>   |                |                |                |                   |                   |
| Technical service call responses - By allowing users to unlock and change passwords themselves, service calls should decrease | 1,435          | 1,105          | 1,101          | 1,062             | 950               |
| Network support call responses - Continue to monitor proactively to decrease support calls *                                  | 10,728         | 12,734         | 5,311          | 186               | 200               |
| Custom application support requests-Increase centered around Semi-annual billing in Personal Property                         | 51             | 79             | 37             | 63                | 50                |
| ERP support requests - Slowed down on new functionality   | 213            | 161            | 121            | 127               | 120               |
| Reporting/query requests-Implementing newest version of Cognos  | 42             | 31             | 29             | 30                | 40                |
| GIS-Focused on ChangeFinder & new GIS software version  | n/a            | 185            | 37             | 45                | 50                |
| Security Support call responses - New applications will demand an increase in security  | 811            | 886            | 890            | 600               | 550               |

\* Network support call response number is lower due to a change with how automated messages from monitoring equipment are categorized. The number indicated is the actual measure of network incidents which required a response.

## General Government – Innovation and Information Services

### Expenditure Summary:

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 699,681           | 657,663           | 800,400                       | 904,200                      | 103,800                        |
| Contractual Services          | 509,484           | 630,673           | 862,200                       | 823,800                      | (38,400)                       |
| Internal Services             | 1,343             | 592               | 1,320                         | 1,300                        | (20)                           |
| Other Charges                 | 343,389           | 574,997           | 557,280                       | 810,800                      | 253,520                        |
| Capital                       | 18,481            | -                 | -                             | 100,000                      | 100,000                        |
| <b>TOTAL EXPENDITURES</b>     | <b>1,572,378</b>  | <b>1,863,925</b>  | <b>2,221,200</b>              | <b>2,640,100</b>             | <b>418,900</b>                 |

### Staffing Summary:

| Full-Time Employees                 | FY 2017    | FY 2018    | FY 2019    | FY 2020     | Inc/(Dec)  |
|-------------------------------------|------------|------------|------------|-------------|------------|
| Innovation and Information Services | 8.0        | 8.0        | 9.0        | 10.0        | 1.0        |
| <b>Total</b>                        | <b>8.0</b> | <b>8.0</b> | <b>9.0</b> | <b>10.0</b> | <b>1.0</b> |

### Expenditure Detail:

| EXPENDITURES                | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                     | 552,563           | 504,288           | 608,445                       | 672,158                      | 63,713                         |
| Overtime                    | 539               | 2,686             | 1,000                         | 1,000                        | -                              |
| Part-time Non-Classified    | 1,280             | -                 | -                             | -                            | -                              |
| FICA                        | 41,207            | 37,153            | 44,840                        | 50,047                       | 5,207                          |
| VRS-Employer                | 47,154            | 46,144            | 55,397                        | 60,427                       | 5,030                          |
| Insurance Employer          | 6,434             | 6,306             | 7,969                         | 8,805                        | 836                            |
| VA Local Disability Plan    | 511               | 564               | 1,345                         | 1,988                        | 643                            |
| Worker's Compensation       | 371               | 334               | 412                           | 452                          | 40                             |
| Benefits Admin Fee          | 240               | 248               | 302                           | 338                          | 36                             |
| Employee Benefits           | 48,743            | 59,316            | 79,961                        | 108,177                      | 28,216                         |
| VRS Health Ins Credit       | 639               | 624               | 729                           | 808                          | 79                             |
| <b>PERSONNEL</b>            | <b>699,681</b>    | <b>657,663</b>    | <b>800,400</b>                | <b>904,200</b>               | <b>103,800</b>                 |
| Software as a Service       | 111,264           | 164,001           | 249,780                       | 304,200                      | 54,420                         |
| Other Professional Services | 68,263            | 22,502            | 152,670                       | 53,300                       | (99,370)                       |

## General Government – Innovation and Information Services

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

| <b>EXPENDITURES</b>                             | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|---|---------------------------|---------------------------|--|---------------------------------------|---|
| Travel & Training                               | 1,929                     | 1,964                     | 7,500                                  | 7,900                                 | 400                                     |
| Vehicle Repairs & Maintenance                   | -                         | -                         | 200                                    | 200                                   | -                                       |
| Computer Hardware/Software                      | 327,795                   | 441,934                   | 451,550                                | 457,700                               | 6,150                                   |
| Printing & Binding                              | 90                        | 272                       | 500                                    | 500                                   | -                                       |
| Local Media                                     | 143                       | -                         | -                                      | -                                     | -                                       |
| CONTRACTUAL SERVICES                            | 509,484                   | 630,673                   | 862,200                                | 823,800                               | (38,400)                                |
| Fleet Fuel                                      | 76                        | 138                       | 300                                    | 300                                   | -                                       |
| Fleet Parts                                     | 377                       | 17                        | 300                                    | 300                                   | -                                       |
| Fleet Labor                                     | 595                       | 60                        | 300                                    | 300                                   | -                                       |
| Copier Charges                                  | 295                       | 377                       | 420                                    | 400                                   | (20)                                    |
| INTERNAL SERVICES                               | 1,343                     | 592                       | 1,320                                  | 1,300                                 | (20)                                    |
| Postal Services                                 | 126                       | 161                       | 620                                    | 600                                   | (20)                                    |
| Telecommunications                              | 101,987                   | 228,669                   | 242,890                                | 328,150                               | 85,260                                  |
| Motor Vehicle Insurance                         | 338                       | 631                       | 700                                    | 700                                   | -                                       |
| Mileage & Transportation                        | 427                       | 1,982                     | 1,000                                  | 1,000                                 | -                                       |
| Travel & Training                               | 17,966                    | 29,869                    | 43,655                                 | 30,550                                | (13,105)                                |
| Dues & Memberships                              | 195                       | 329                       | 1,000                                  | 1,000                                 | -                                       |
| Miscellaneous Charges & Fees                    | -                         | 389                       | -                                      | -                                     | -                                       |
| Office Supplies                                 | 534                       | 3,696                     | 2,000                                  | 2,000                                 | -                                       |
| Vehicle & Equipment Fuels                       | -                         | -                         | 100                                    | -                                     | (100)                                   |
| Books & Subscriptions                           | 5,706                     | 11,486                    | 12,500                                 | 12,500                                | -                                       |
| Other Operating Supplies                        | 3,297                     | 8,272                     | 6,000                                  | 7,000                                 | 1,000                                   |
| Computer Hardware/Software                      | 212,813                   | 289,513                   | 246,815                                | 427,300                               | 180,485                                 |
| OTHER CHARGES                                   | 343,389                   | 574,997                   | 557,280                                | 810,800                               | 253,520                                 |
| Computer Equip & Software                       | 18,481                    | -                         | -                                      | 100,000                               | 100,000                                 |
| CAPITAL   | 18,481                    | -                         | -                                      | 100,000                               | 100,000                                 |
| <b>TOTAL INNOVATION &amp; INFO<br/>SERVICES</b> | <b>1,572,378</b>          | <b>1,863,925</b>          | <b>2,221,200</b>                       | <b>2,640,100</b>                      | <b>418,900</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.

***This budget has been combined with the new Office of Elections budget in FY 2018.***

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

| <b>Funding Sources</b>         | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Revenue from Commonwealth      | 6,876                     | -                         | -                                      | -                                     | -                                       |
| Designated Revenue             | 6,876                     | -                         | -                                      | -                                     | -                                       |
| <b>Net General Tax Support</b> | <b>143,685</b>            | <b>-</b>                  | <b>-</b>                               | <b>-</b>                              | <b>-</b>                                |

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

| <b>Expenditure by Classification</b> | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Personnel Services                   | 8,707                     | -                         | -                                      | -                                     | -                                       |
| Contractual Services                 | 38,500                    | -                         | -                                      | -                                     | -                                       |
| Other Charges                        | 103,354                   | -                         | -                                      | -                                     | -                                       |
| <b>TOTAL EXPENDITURES</b>            | <b>150,561</b>            | <b>-</b>                  | <b>-</b>                               | <b>-</b>                              | <b>-</b>                                |

## General Government – Electoral Board

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

| EXPENDITURES                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                       | 8,084             | -                 | -                             | -                            | -                              |
| FICA                          | 618               | -                 | -                             | -                            | -                              |
| Worker's Compensation         | 5                 | -                 | -                             | -                            | -                              |
| PERSONNEL                     | 8,707             | -                 | -                             | -                            | -                              |
| Other Professional Services   | 11,520            | -                 | -                             | -                            | -                              |
| Temporary Help/Other          | 18,520            | -                 | -                             | -                            | -                              |
| Computer Hardware/Software    | -                 | -                 | -                             | -                            | -                              |
| Printing & Binding            | 8,460             | -                 | -                             | -                            | -                              |
| CONTRACTUAL SERVICES          | 38,500            | -                 | -                             | -                            | -                              |
| Postal Services               | 208               | -                 | -                             | -                            | -                              |
| Mileage & Transportation      | 944               | -                 | -                             | -                            | -                              |
| Travel & Training             | 2,659             | -                 | -                             | -                            | -                              |
| Dues & Memberships            | 180               | -                 | -                             | -                            | -                              |
| Miscellaneous Charges & Fees  | 1,500             | -                 | -                             | -                            | -                              |
| Office Supplies               | 392               | -                 | -                             | -                            | -                              |
| Food & Food Service           | 704               | -                 | -                             | -                            | -                              |
| Other Operating Supplies      | 96,767            | -                 | -                             | -                            | -                              |
| OTHER CHARGES                 | 103,354           | -                 | -                             | -                            | -                              |
| <b>TOTAL ELECTORAL BOARD*</b> | <b>150,561</b>    | -                 | -                             | -                            | -                              |

\*FY 2018 Expenditures combined with Office of Elections budget.

## General Government – Office of Elections

The Office of Elections staff is committed to providing qualified Winchester residents the opportunity to register to vote and the opportunity to participate in fair, legal and safe elections. 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 Constitution of the United States.

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

---

#### Voter Registration-

- Complete all list maintenance to insure voter lists are as accurate as possible
- Conduct voter registration efforts in the community

#### Election Administration-

- Process candidate filings to qualify prospects desiring to be on the ballot
- Receive and document campaign finance reports for all local candidates
- Place orders for printing of paper ballots and coding of optical scanner
- Oversee logic and accuracy testing of voting system
- Recruit additional Officers of Election, train Officers of Elections
- Process all absentee ballot applications and ballots in a timely manner
- Update, compile, and pack forms and supplies for each polling place
- Perform (in-house) all procedures necessary for deployment of electronic poll books, reducing expenses by not outsourcing this function; prepare emergency paper poll books.
- Administratively maintain the disposition (approval & meeting standards) of seven polling locations in the city, assuring that state and federal requirements were met. Assists Electoral Board in Election Canvass
- Successfully conduct elections with polls opening and closing on time
- Update security plan for voting equipment
- Compile election night results data and submit to Department of Elections
- Expand and maintain Election Day emergency plan; coordinating with City Emergency Management
- Staff and Board participate routinely in educational opportunities offered by the Department of Elections and both of the Election Professional Associations
- Staff strives to maintain understanding of current election law; Registrar maintains certification as a VREO ( Virginia Registered Election Official)

## General Government – Office of Elections

### Performance Measures - Outcomes/Trends

| Indicators  | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Estimated | 2020<br>Projected |
|---|----------------|----------------|----------------|-------------------|-------------------|
| <b>Output Measures</b>  |                |                |                |                   |                   |
| Number of elections   | 2              | 2              | 2              | 2                 | 3                 |
| Number of registered voters at FY start                                     | n/a            | 15,232         | 15,617         | 16,278            | 16,230            |
| Number of registered voters at FY end                                       | n/a            | 15,617         | 16,278         | 16,230            | 17,000            |
| Number of registered voters participating in elections (check-ins at polls) | 8,402          | 13,038         | 9,522          | 9,175             | 16,000            |
| Number of Officers of Election  | 99             | 133            | 120            | 73                | 200               |
| Number of transactions (adds, changes, deletions & transferred out)         | 5,525          | 12,224         | 9,747          | 11,500            | 13,000            |
| Number of absentee ballot applications processed                            | 367            | 1,408          | 714            | 950               | 900               |

### Funding Sources:

| Funding Sources                | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Revenue from Commonwealth      | 35,021            | 42,302            | 45,000                        | 43,000                       | (2,000)                        |
| Designated Revenue             | 35,021            | 42,302            | 45,000                        | 43,000                       | (2,000)                        |
| <b>Net General Tax Support</b> | <b>105,286</b>    | <b>151,663</b>    | <b>171,100</b>                | <b>178,400</b>               | <b>7,300</b>                   |

### Expenditure Summary:

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 128,840           | 137,017           | 143,100                       | 147,700                      | 4,600                          |
| Contractual Services          | 787               | 38,029            | 54,900                        | 52,600                       | (2,300)                        |
| Other Charges                 | 10,680            | 18,919            | 18,100                        | 21,100                       | 3,000                          |
| <b>TOTAL EXPENDITURES</b>     | <b>140,307</b>    | <b>193,965</b>    | <b>216,100</b>                | <b>221,400</b>               | <b>5,300</b>                   |

## General Government – Office of Elections

### Staffing Summary:

| Full-Time Employees | FY 2017 | FY 2018 | FY 2019 | FY 2020 | Inc/(Dec) |
|---------------------|---------|---------|---------|---------|-----------|
| Office of Elections | 2.0     | 2.0     | 2.0     | 2.0     | 0         |

### Expenditure Detail:

| EXPENDITURES                         | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                              | 83,901            | 85,629            | 88,253                        | 89,852                       | 1,599                          |
| Overtime                             | 1,932             | 1,995             | 500                           | 500                          | -                              |
| Part-time Non-Classified             | 10,899            | 9,525             | 15,615                        | 15,615                       | -                              |
| Electoral Board                      | -                 | 8,579             | 8,592                         | 8,592                        | -                              |
| FICA                                 | 6,973             | 7,892             | 7,763                         | 8,692                        | 929                            |
| VRS-Employer                         | 7,724             | 8,204             | 8,246                         | 8,077                        | (169)                          |
| Insurance Employer                   | 1,054             | 1,120             | 1,156                         | 1,177                        | 21                             |
| VA Local Disability Plan             | 477               | 507               | 635                           | 647                          | 12                             |
| Worker's Compensation                | 64                | 227               | 76                            | 196                          | 120                            |
| Benefits Admin Fee                   | 69                | 72                | 72                            | 72                           | -                              |
| Employee Benefits                    | 15,747            | 13,267            | 12,192                        | 14,280                       | 2,088                          |
| PERSONNEL                            | 128,840           | 137,017           | 143,100                       | 147,700                      | 4,600                          |
| Other Professional Services          | 79                | 4,380             | 8,000                         | 8,000                        | -                              |
| Temporary Help/Other                 | -                 | 18,285            | 22,000                        | 27,000                       | 5,000                          |
| Repairs & Maintenance                | -                 | -                 | 8,500                         | 1,000                        | (7,500)                        |
| Computer Hardware/Software           | -                 | 9,330             | 6,000                         | 6,000                        | -                              |
| Printing & Binding                   | 364               | 5,696             | 10,000                        | 10,000                       | -                              |
| Local Media                          | 344               | 338               | 400                           | 600                          | 200                            |
| CONTRACTUAL SERVICES                 | 787               | 38,029            | 54,900                        | 52,600                       | (2,300)                        |
| Postal Services                      | 2,481             | 1,983             | 2,500                         | 4,050                        | 1,550                          |
| Office Equipment Lease               | 2,953             | 3,347             | 3,000                         | 3,000                        | -                              |
| Mileage & Transportation             | 828               | 1,148             | 1,100                         | 1,350                        | 250                            |
| Travel & Training                    | 2,172             | 4,278             | 3,500                         | 4,200                        | 700                            |
| Dues & Memberships                   | 180               | 410               | 400                           | 600                          | 200                            |
| Miscellaneous Charges & Fees         | 36                | 1,500             | 1,500                         | 1,500                        | -                              |
| Office Supplies                      | 1,459             | 2,008             | 1,500                         | 1,500                        | -                              |
| Food & Food Service                  | 6                 | 398               | 400                           | 700                          | 300                            |
| Books & Subscriptions                | 194               | 227               | 200                           | 200                          | -                              |
| Other Operating Supplies             | 371               | 2,145             | 2,000                         | 2,000                        | -                              |
| Computer Hardware/Software           | -                 | 1,475             | 2,000                         | 2,000                        | -                              |
| OTHER CHARGES                        | 10,680            | 18,919            | 18,100                        | 21,100                       | 3,000                          |
| <b>TOTAL OFFICE OF<br/>ELECTIONS</b> | <b>140,307</b>    | <b>193,965</b>    | <b>216,100</b>                | <b>221,400</b>               | <b>5,300</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 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Local Revenue                  | 79,379                    | 82,543                    | 80,000                                 | 83,000                                | 3,000                                   |
| Designated Revenue             | 79,379                    | 82,543                    | 80,000                                 | 83,000                                | 3,000                                   |
| <b>Net General Tax Support</b> | <b>10,309</b>             | <b>12,063</b>             | <b>18,500</b>                          | <b>19,600</b>                         | <b>1,100</b>                            |

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

| <b>Expenditure by Classification</b> | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Personnel Services                   | 84,959                    | 87,559                    | 89,400                                 | 93,500                                | 4,100                                   |
| Contractual Services                 | -                         | 3,000                     | 3,200                                  | 3,000                                 | (200)                                   |
| Other Charges                        | 4,729                     | 4,047                     | 5,900                                  | 6,100                                 | 200                                     |
| <b>TOTAL EXPENDITURES</b>            | <b>89,688</b>             | <b>94,606</b>             | <b>98,500</b>                          | <b>102,600</b>                        | <b>4,100</b>                            |

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

| <b>Full-Time Employees</b> | <b>FY 2017</b> | <b>FY 2018</b> | <b>FY 2019</b> | <b>FY 2020</b> | <b>Inc/(Dec)</b> |
|----------------------------|----------------|----------------|----------------|----------------|------------------|
| Circuit Court              | 1.0            | 1.0            | 1.0            | 1.0            | 0                |
| <b>Total</b>               | <b>1.0</b>     | <b>1.0</b>     | <b>1.0</b>     | <b>1.0</b>     | <b>0</b>         |

## Judicial Administration – Circuit Court

### Expenditure Detail:

| EXPENDITURES               | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                    | 64,217            | 65,790            | 67,107                        | 69,114                       | 2,007                          |
| FICA                       | 4,993             | 5,134             | 5,280                         | 5,461                        | 181                            |
| VRS-Employer               | 5,912             | 6,310             | 6,041                         | 6,222                        | 181                            |
| Insurance Employer         | 807               | 862               | 879                           | 905                          | 26                             |
| Worker's Compensation      | 47                | 47                | 49                            | 51                           | 2                              |
| Benefits Admin Fee         | 34                | 36                | 36                            | 36                           | -                              |
| Employee Benefits          | 8,869             | 9,295             | 9,926                         | 11,627                       | 1,701                          |
| VRS Health Ins Credit      | 80                | 85                | 82                            | 84                           | 2                              |
| PERSONNEL                  | 84,959            | 87,559            | 89,400                        | 93,500                       | 4,100                          |
| Repairs & Maintenance      | -                 | -                 | 200                           | -                            | (200)                          |
| Contracted Parking         | -                 | 3,000             | 3,000                         | 3,000                        | -                              |
| CONTRACTUAL SERVICES       | -                 | 3,000             | 3,200                         | 3,000                        | (200)                          |
| Postal Services            | 144               | 118               | 200                           | 200                          | -                              |
| Telecommunications         | 466               | 506               | 500                           | 500                          | -                              |
| Office Equipment           | 1,576             | 2,038             | 2,000                         | 2,200                        | 200                            |
| Office Supplies            | 249               | 727               | 2,000                         | 2,000                        | -                              |
| Books & Subscriptions      | 599               | 658               | 800                           | 800                          | -                              |
| Other Operating Supplies   | 1,695             | -                 | 400                           | 400                          | -                              |
| OTHER CHARGES              | 4,729             | 4,047             | 5,900                         | 6,100                        | 200                            |
| <b>TOTAL CIRCUIT COURT</b> | <b>89,688</b>     | <b>94,606</b>     | <b>98,500</b>                 | <b>102,600</b>               | <b>4,100</b>                   |



## Judicial Administration – General District Court/Magistrate

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. Virginia's Judicial System is online at [www.courts.state.va.us](http://www.courts.state.va.us).

### ***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.

### ***Performance Measures - Outcomes/Trends***

| Caseload  | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Estimated | 2020<br>Projected |
|-----------|----------------|----------------|----------------|-------------------|-------------------|
| New Cases | 35,440         | 31,830         | 33,386         | 34,942            | 36,508            |

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

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 6,536             | 7,114             | 7,200                         | 7,400                        | 200                            |
| Contractual Services          | 4,575             | 6,301             | 6,400                         | 6,400                        | -                              |
| Other Charges                 | 16,452            | 15,759            | 18,700                        | 18,700                       | -                              |
| <b>TOTAL EXPENDITURES</b>     | <b>27,563</b>     | <b>29,174</b>     | <b>32,300</b>                 | <b>32,500</b>                | <b>200</b>                     |

## Judicial Administration – General District Court/Magistrate

### Expenditure Detail:

| EXPENDITURES                    | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Part-time Non-Classified        | 6,068             | 6,605             | 6,630                         | 6,830                        | 200                            |
| FICA                            | 464               | 505               | 562                           | 562                          | -                              |
| Worker's Compensation           | 4                 | 4                 | 8                             | 8                            | -                              |
| PERSONNEL                       | 6,536             | 7,114             | 7,200                         | 7,400                        | 200                            |
| Legal Services                  | -                 | 291               | 300                           | 300                          | -                              |
| Repairs & Maintenance           | -                 | -                 | 100                           | 100                          | -                              |
| Printing & Binding              | -                 | 10                | -                             | -                            | -                              |
| Contracted Parking              | 4,575             | 6,000             | 6,000                         | 6,000                        | -                              |
| CONTRACTUAL SERVICES            | 4,575             | 6,301             | 6,400                         | 6,400                        | -                              |
| Postal Services                 | 9,798             | 9,299             | 10,000                        | 10,000                       | -                              |
| Office Equipment                | 4,187             | 3,744             | 4,500                         | 4,500                        | -                              |
| Travel & Training               | 75                | 238               | 300                           | 300                          | -                              |
| Dues & Memberships              | -                 | 285               | 300                           | 300                          | -                              |
| Office Supplies                 | 1,584             | 1,070             | 3,000                         | 3,000                        | -                              |
| Books & Subscriptions           | 446               | 311               | 600                           | 600                          | -                              |
| Other Operating Supplies        | 362               | 812               | -                             | -                            | -                              |
| OTHER CHARGES                   | 16,452            | 15,759            | 18,700                        | 18,700                       | -                              |
| <b>TOTAL GENERAL DIST COURT</b> | <b>27,563</b>     | <b>29,174</b>     | <b>32,300</b>                 | <b>32,500</b>                | <b>200</b>                     |

## MAGISTRATE

| EXPENDITURES             | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Telecommunications       | 822               | 992               | 1,500                         | 1,500                        | -                              |
| Office Equipment - Lease | 837               | 931               | 1,000                         | 1,000                        | -                              |
| Training & Education     | 51                | -                 | 500                           | 500                          | -                              |
| Dues & Memberships       | 63                | -                 | 125                           | 125                          | -                              |
| Office Supplies          | 228               | 678               | 500                           | 500                          | -                              |
| Books & Subscriptions    | 121               | 132               | 250                           | 250                          | -                              |
| Other Operating Supplies | 15                | 90                | 250                           | 250                          | -                              |
| OTHER CHARGES            | 2,137             | 2,823             | 4,125                         | 4,125                        | -                              |
| <b>MAGISTRATE</b>        | <b>2,137</b>      | <b>2,823</b>      | <b>4,125</b>                  | <b>4,125</b>                 | <b>-</b>                       |

## Judicial Administration – Juvenile and Domestic Relations Court

The Winchester Juvenile and Domestic Relations District Court hear 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:***

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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.

### ***Performance Measures - Outcomes/Trends:***

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This chart depicts cases handled in the City of Winchester. Frederick County statistics are not included. The Winchester Juvenile and Domestic Relations Court continues to experience a slight growth pattern. Notable factors contributing to the increase of both new cases and hearings include: population growth, illegal drug use, prescription drug abuse and an increase in the awareness and treatment of mental health issues. Case types most commonly impacted by these factors include child abuse/neglect, custody/visitation and juvenile truancy.

On July 1, 2019, the 26<sup>th</sup> District for the Juvenile and Domestic Relation District Courts will be receiving an additional judgeship. With the addition of a new judge for the 26<sup>th</sup> District, this court will be adding additional dockets to our monthly calendar to progress cases through the system with greater speed. Based on a 5-week month, this court will be handling 54 dockets and will be averaging 1,290 hearings.

| Caseload     | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Estimated | 2020<br>Projected |
|--------------|----------------|----------------|----------------|-------------------|-------------------|
| New Cases    | 2,466          | 2,487          | 2,522          | 2,550             | 2,578             |
| Hearing Held | 6,087          | 5,777          | 5,950          | 6,120             | 6,187             |

# Judicial Administration – Juvenile and Domestic Relations Court

## Expenditure Summary:

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 24,146            | 23,686            | 25,100                        | 25,800                       | 700                            |
| Contractual Services          | 3,225             | 5,100             | 3,800                         | 4,300                        | 500                            |
| Other Charges                 | 25,378            | 26,344            | 29,900                        | 30,400                       | 500                            |
| <b>TOTAL EXPENDITURES</b>     | <b>52,749</b>     | <b>55,130</b>     | <b>58,800</b>                 | <b>60,500</b>                | <b>1,700</b>                   |

## Expenditure Detail:

| EXPENDITURES                       | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Overtime                           | 8                 | 26                | -                             | -                            | -                              |
| Part-time Non-Classified           | 22,408            | 21,963            | 23,300                        | 24,000                       | 700                            |
| FICA                               | 1,715             | 1,682             | 1,775                         | 1,775                        | -                              |
| Worker's Compensation              | 15                | 15                | 25                            | 25                           | -                              |
| PERSONNEL                          | 24,146            | 23,686            | 25,100                        | 25,800                       | 700                            |
| Legal Services                     | -                 | -                 | 170                           | 100                          | (70)                           |
| Contracted Parking                 | 3,225             | 5,100             | 3,630                         | 4,200                        | 570                            |
| CONTRACTUAL SERVICES               | 3,225             | 5,100             | 3,800                         | 4,300                        | 500                            |
| Postal Services                    | 15,262            | 14,157            | 16,000                        | 16,000                       | -                              |
| Office Equipment                   | 7,886             | 7,441             | 8,600                         | 8,600                        | -                              |
| Mileage & Transportation           | 122               | -                 | -                             | -                            | -                              |
| Travel & Training                  | 389               | 418               | 500                           | 500                          | -                              |
| Dues & Memberships                 | 100               | 225               | 500                           | 500                          | -                              |
| Office Supplies                    | 296               | 2,203             | 3,000                         | 3,000                        | -                              |
| Food & Food Service                | 180               | 190               | 200                           | 200                          | -                              |
| Medical & Laboratory               | -                 | 1,107             | 500                           | 1,000                        | 500                            |
| Books & Subscriptions              | -                 | -                 | 300                           | -                            | (300)                          |
| Other Operating Supplies           | 853               | 378               | -                             | 300                          | 300                            |
| Awards, Plaques, Other             | 290               | 225               | 300                           | 300                          | -                              |
| OTHER CHARGES                      | 25,378            | 26,344            | 29,900                        | 30,400                       | 500                            |
| <b>TOTAL J&amp;D RELATIONS CRT</b> | <b>52,749</b>     | <b>55,130</b>     | <b>58,800</b>                 | <b>60,500</b>                | <b>1,700</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 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 and land records, issues marriage licenses, issues notary commissions, 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 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Revenue from Commonwealth      | 346,330                   | 405,140                   | 362,800                                | 377,900                               | 15,100                                  |
| Designated Revenue             | 346,330                   | 405,140                   | 362,800                                | 377,900                               | 15,100                                  |
| <b>Net General Tax Support</b> | <b>140,411</b>            | <b>137,689</b>            | <b>193,600</b>                         | <b>228,800</b>                        | <b>35,200</b>                           |

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

| <b>Expenditure by Classification</b> | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Personnel Services                   | 449,373                   | 503,223                   | 507,800                                | 558,100                               | 50,300                                  |
| Contractual Services                 | 18,908                    | 20,625                    | 24,800                                 | 24,800                                | -                                       |
| Other Charges                        | 18,460                    | 18,981                    | 23,800                                 | 23,800                                | -                                       |
| <b>TOTAL EXPENDITURES</b>            | <b>486,741</b>            | <b>542,829</b>            | <b>556,400</b>                         | <b>606,700</b>                        | <b>50,300</b>                           |

## Judicial Administration – Clerk of the Circuit Court

### Staffing Summary:

| Full-Time Employees        | FY 2017    | FY 2018    | FY 2019    | FY 2020    | Inc/(Dec) |
|----------------------------|------------|------------|------------|------------|-----------|
| Clerk of the Circuit Court | 8.0        | 8.0        | 8.0        | 8.0        | 0         |
| <b>Total</b>               | <b>8.0</b> | <b>8.0</b> | <b>8.0</b> | <b>8.0</b> | <b>0</b>  |

### Expenditure Detail:

| EXPENDITURES                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                       | 330,222           | 358,733           | 368,345                       | 398,657                      | 30,312                         |
| Overtime                      | 13,857            | 17,796            | 12,000                        | 12,000                       | -                              |
| FICA                          | 25,423            | 28,119            | 27,382                        | 29,643                       | 2,261                          |
| VRS-Employer                  | 29,354            | 34,273            | 33,502                        | 35,839                       | 2,337                          |
| Insurance Employer            | 4,005             | 4,682             | 4,826                         | 5,222                        | 396                            |
| VA Local Disability Plan      | 484               | 717               | 943                           | 1,116                        | 173                            |
| State Unemployment Tax        | -                 | 3,340             | -                             | -                            | -                              |
| Worker's Compensation         | 228               | 244               | 255                           | 268                          | 13                             |
| Benefits Admin Fee            | 243               | 288               | 288                           | 288                          | -                              |
| Employee Benefits             | 45,557            | 55,031            | 60,259                        | 75,067                       | 14,808                         |
| PERSONNEL                     | 449,373           | 503,223           | 507,800                       | 558,100                      | 50,300                         |
| Accounting & Auditing         | 2,123             | 2,519             | 5,000                         | 5,000                        | -                              |
| Other Professional Services   | 1,757             | 2,212             | 2,500                         | 2,500                        | -                              |
| Repairs & Maintenance         | 13,513            | 13,670            | 13,500                        | 13,500                       | -                              |
| Printing & Binding            | 575               | 474               | 800                           | 800                          | -                              |
| Contracted Parking            | 940               | 1,750             | 3,000                         | 3,000                        | -                              |
| CONTRACTUAL SERVICES          | 18,908            | 20,625            | 24,800                        | 24,800                       | -                              |
| Postal Services               | 7,827             | 7,218             | 7,800                         | 7,800                        | -                              |
| Office Equipment Lease        | 5,493             | 5,462             | 5,500                         | 5,500                        | -                              |
| Mileage & Transportation      | 451               | 312               | 1,000                         | 1,000                        | -                              |
| Travel & Training             | 471               | 1,296             | 3,000                         | 3,000                        | -                              |
| Dues & Memberships            | 320               | 495               | 500                           | 500                          | -                              |
| Office Supplies               | 3,098             | 2,753             | 4,000                         | 4,000                        | -                              |
| Food & Food Service           | -                 | -                 | 300                           | 300                          | -                              |
| Other Operating Supplies      | -                 | 1,445             | 200                           | 200                          | -                              |
| Computer Hardware/Software    | 800               | -                 | 1,500                         | 1,500                        | -                              |
| OTHER CHARGES                 | 18,460            | 18,981            | 23,800                        | 23,800                       | -                              |
| <b>CLERK OF CIRCUIT COURT</b> | <b>486,741</b>    | <b>542,829</b>    | <b>556,400</b>                | <b>606,700</b>               | <b>50,300</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:***

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- 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.
- To keep and maintain accreditation status by the Virginia Law Enforcement Professional Standards Commission.
- Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation.



## Judicial Administration – City Sheriff/Courthouse Security

### Performance Measures – Outcomes/Trends:

| Indicators   | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Estimated | 2020<br>Projected |
|--|----------------|----------------|----------------|-------------------|-------------------|
| Persons passing through the metal detectors  | 468,821        | 445,501        | 423,809        | 435,000           | TBD               |
| Number of days courthouse security provided  | 250            | 245            | 245            | 245               | TBD               |
| Civil papers served  | 13,312         | 13,248         | 14,268         | 14,500            | TBD               |
| Evictions  | 288            | 348            | 238            | 250               | TBD               |
| Temporary Detention Orders (mental transports)                                     | 88             | 96             | 64             | 70                | TBD               |
| Prisoner transports  | 205            | 223            | 235            | 250               | TBD               |
| Community Events   | 18             | 18             | 18             | 18                | TBD               |
| School Board Meetings  | 24             | 24             | 24             | 24                | TBD               |
| Extraditions of prisoners  | 84             | 98             | 74             | 80                | TBD               |
| Miles traveled for prisoner transports, extradition and TDOs (excluding air miles) | 52,803         | 58,914         | 69,569         | 70,000            | TBD               |

### Funding Sources:

| Funding Sources                | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Local Revenue                  | 63,349            | 71,367            | 83,000                        | 73,000                       | (10,000)                       |
| Revenue from Commonwealth      | 366,300           | 379,739           | 368,000                       | 394,525                      | 26,525                         |
| Designated Revenue             | 429,649           | 451,106           | 451,000                       | 467,525                      | 16,525                         |
| <b>Net General Tax Support</b> | <b>1,089,577</b>  | <b>1,124,057</b>  | <b>1,137,400</b>              | <b>1,218,775</b>             | <b>81,375</b>                  |

### Expenditure Summary:

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 1,338,293         | 1,391,097         | 1,376,900                     | 1,452,300                    | 75,400                         |
| Contractual Services          | 17,277            | 20,902            | 59,950                        | 56,950                       | (3,000)                        |
| Internal Services             | 19,016            | 24,701            | 25,000                        | 25,000                       | -                              |
| Other Charges                 | 77,297            | 72,730            | 94,050                        | 112,050                      | 18,000                         |
| Capital                       | 67,343            | 65,733            | 32,500                        | 40,000                       | 7,500                          |
| <b>TOTAL EXPENDITURES</b>     | <b>1,519,226</b>  | <b>1,575,163</b>  | <b>1,588,400</b>              | <b>1,686,300</b>             | <b>97,900</b>                  |

## Judicial Administration – City Sheriff/Courthouse Security

### Staffing Summary:

| Full-Time Employees | FY 2017     | FY 2018     | FY 2019     | FY 2020     | Inc/(Dec)    |
|---------------------|-------------|-------------|-------------|-------------|--------------|
| Sheriff             | 15.0        | 15.0        | 15.0        | 14.0        | (1.0)        |
| Courthouse Security | 2.0         | 2.0         | 2.0         | 2.0         | 0            |
| <b>Total</b>        | <b>17.0</b> | <b>17.0</b> | <b>17.0</b> | <b>16.0</b> | <b>(1.0)</b> |

### Expenditure Detail:

| EXPENDITURES                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>City Sheriff</b>           |                   |                   |                               |                              |                                |
| Regular                       | 716,699           | 743,391           | 772,999                       | 786,633                      | 13,634                         |
| Overtime                      | 87,941            | 59,312            | 37,500                        | 37,500                       | -                              |
| Part-time Non-Classified      | 37,186            | 44,983            | 38,349                        | 43,349                       | 5,000                          |
| FICA                          | 62,279            | 62,571            | 62,148                        | 64,582                       | 2,434                          |
| VRS-Employer                  | 65,916            | 71,092            | 69,100                        | 71,007                       | 1,907                          |
| VRS -LODA                     | 10,780            | 14,184            | 15,000                        | 20,000                       | 5,000                          |
| Retirees                      | 16,272            | 17,100            | 18,000                        | 21,420                       | 3,420                          |
| Insurance Employer            | 8,995             | 9,714             | 10,069                        | 10,347                       | 278                            |
| VA Local Disability Plan      | -                 | -                 | -                             | -                            | -                              |
| Worker's Compensation         | 14,053            | 15,298            | 15,019                        | 15,544                       | 525                            |
| Tuition Assistance            | -                 | -                 | 1,600                         | -                            | (1,600)                        |
| Benefits Admin Fee            | 508               | 532               | 533                           | 533                          | -                              |
| Employee Benefits             | 120,336           | 127,547           | 136,383                       | 161,885                      | 25,502                         |
| VRS Health Ins Credit         | 36                | -                 | -                             | -                            | -                              |
| PERSONNEL                     | 1,141,001         | 1,165,724         | 1,176,700                     | 1,232,800                    | 56,100                         |
| Repairs & Maintenance         | 2,597             | 2,912             | 5,200                         | 5,200                        | -                              |
| Vehicle Repairs & Maintenance | 9,020             | 13,111            | 14,500                        | 14,500                       | -                              |
| Computer Hardware/Software    | 173               | -                 | 3,000                         | -                            | (3,000)                        |
| Printing & Binding            | 393               | 215               | 1,000                         | 1,000                        | -                              |
| Local Media                   | -                 | -                 | 250                           | 250                          | -                              |
| Laundry & Dry Cleaning        | 226               | 25                | 1,000                         | 1,000                        | -                              |
| CONTRACTUAL SERVICES          | 12,409            | 16,263            | 24,950                        | 21,950                       | (3,000)                        |
| Fleet Fuel                    | 19,002            | 24,695            | 25,000                        | 25,000                       | -                              |
| Fleet Parts                   | 14                | 6                 | -                             | -                            | -                              |
| INTERNAL SERVICES             | 19,016            | 24,701            | 25,000                        | 25,000                       | -                              |
| Postal Services               | 830               | 745               | 2,000                         | 2,000                        | -                              |
| Telecommunications            | 1,811             | 848               | 2,000                         | 2,000                        | -                              |
| Motor Vehicle Insurance       | 7,029             | 7,705             | 8,000                         | 10,000                       | 2,000                          |

## Judicial Administration – City Sheriff/Courthouse Security

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

| EXPENDITURES                           | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b><i>City Sheriff - continued</i></b> |                   |                   |                               |                              |                                |
| Office Equipment Lease                 | 2,567             | 2,374             | 2,700                         | 2,700                        | -                              |
| Mileage & Transportation               | 14,730            | 14,016            | 10,000                        | 10,000                       | -                              |
| Travel & Training                      | 4,469             | 7,550             | 10,000                        | 10,000                       | -                              |
| Extradition of Prisoners               | 210               | 105               | 500                           | 500                          | -                              |
| Dues & Memberships                     | 11,996            | 11,496            | 15,000                        | 18,000                       | 3,000                          |
| Miscellaneous Charges & Fees           | 484               | 322               | 100                           | 100                          | -                              |
| Office Supplies                        | 3,200             | 1,483             | 2,100                         | 2,100                        | -                              |
| Food & Food Service                    | 325               | 447               | 200                           | 200                          | -                              |
| Laundry & Janitorial                   | 159               | 39                | 250                           | 250                          | -                              |
| Vehicle & Equipment Fuels              | 4,211             | 3,619             | 3,700                         | 3,700                        | -                              |
| Vehicle & Equipment Supplies           | 1,288             | 3,884             | 3,000                         | 3,000                        | -                              |
| Police Supplies                        | 17,184            | 10,579            | 17,100                        | 32,100                       | 15,000                         |
| Uniforms & Apparel                     | 4,623             | 4,251             | 11,800                        | 9,800                        | (2,000)                        |
| Books & Subscriptions                  | 26                | -                 | 100                           | 100                          | -                              |
| Other Operating Supplies               | 727               | 1,460             | 2,500                         | 2,500                        | -                              |
| OTHER CHARGES                          | 75,869            | 70,923            | 91,050                        | 109,050                      | 18,000                         |
| Motor Vehicle & Equipment              | 67,343            | 65,733            | 32,500                        | 40,000                       | 7,500                          |
| CAPITAL                                | 67,343            | 65,733            | 32,500                        | 40,000                       | 7,500                          |
| <b>TOTAL CITY SHERIFF</b>              | <b>1,315,638</b>  | <b>1,343,344</b>  | <b>1,350,200</b>              | <b>1,428,800</b>             | <b>78,600</b>                  |
| <b><i>Courthouse Security</i></b>      |                   |                   |                               |                              |                                |
| Regular                                | 66,871            | 76,955            | 72,215                        | 66,585                       | (5,630)                        |
| Overtime                               | 4,927             | 8,516             | 10,000                        | 10,000                       | -                              |
| Part-time Non-Classified               | 91,632            | 100,801           | 80,000                        | 106,000                      | 26,000                         |
| FICA                                   | 12,372            | 14,102            | 12,251                        | 13,592                       | 1,341                          |
| VRS-Employer                           | 6,043             | 6,777             | 6,643                         | 5,593                        | (1,050)                        |
| Insurance Employer                     | 825               | 926               | 946                           | 814                          | (132)                          |
| VA Local Disability Plan               | 152               | 130               | 195                           | -                            | (195)                          |
| Worker's Compensation                  | 2,384             | 2,947             | 1,823                         | 2,995                        | 1,172                          |
| Benefits Admin Fee                     | 66                | 66                | 72                            | 36                           | (36)                           |
| Employee Benefits                      | 11,987            | 14,136            | 16,022                        | 13,885                       | (2,137)                        |
| VRS Health Ins Credit                  | 33                | 17                | 33                            | -                            | (33)                           |
| PERSONNEL                              | 197,292           | 225,373           | 200,200                       | 219,500                      | 19,300                         |

## Judicial Administration – City Sheriff/Courthouse Security

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

| <b>EXPENDITURES</b>                           | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|---|---------------------------|---------------------------|--|---------------------------------------|---|
| <b><i>Courthouse Security - continued</i></b> |                           |                           |  |                                       |   |
| Repairs & Maintenance                         | 4,868                     | 4,566                     | 35,000                                 | 35,000                                | -                                       |
| Vehicle Repairs & Maintenance                 | -                         | 73                        | -                                      | -                                     | -                                       |
| CONTRACTUAL SERVICES                          | 4,868                     | 4,639                     | 35,000                                 | 35,000                                | -                                       |
| Building Repairs & Maintenance                | -                         | 69                        | -                                      | -                                     | -                                       |
| Other Operating Supplies                      | 1,428                     | 1,738                     | 3,000                                  | 3,000                                 | -                                       |
| OTHER CHARGES                                 | 1,428                     | 1,807                     | 3,000                                  | 3,000                                 | -                                       |
| <b>TOTAL COURTHOUSE</b>                       | <b>203,588</b>            | <b>231,819</b>            | <b>238,200</b>                         | <b>257,500</b>                        | <b>19,300</b>                           |
| <b>TOTAL SHERIFF/<br/>COURTHOUSE SECURITY</b> | <b>1,519,226</b>          | <b>1,575,163</b>          | <b>1,588,400</b>                       | <b>1,686,300</b>                      | <b>97,900</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 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<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             | 5,000             | 9,000                         | 9,000                        | -                              |
| CONTRACTUAL SERVICES           | 20,000            | 15,000            | 26,000                        | 26,000                       | -                              |
| <b>JUROR SERVICES</b>          | <b>20,000</b>     | <b>15,000</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.

### ***Performance Measures - Outcomes/Trends:***

| <b>Cases Prosecuted</b>              | <b>2016<br/>Actual</b> | <b>2017<br/>Actual</b> | <b>2018<br/>Actual</b> | <b>2019<br/>Estimated</b> | <b>2020<br/>Projected</b> |
|--------------------------------------|------------------------|------------------------|------------------------|---------------------------|---------------------------|
| Juvenile Court – Juvenile & Domestic | 1,181                  | 2,370                  | 3,152                  | 3,300                     | 3,500                     |
| General District Court               | 9,280                  | 9,406                  | 9,971                  | 10,000                    | 10,200                    |
| Circuit Court                        | 9,406                  | 9,000                  | 9,000*                 | 9,000                     | 9,200                     |
| <b>Total</b>                         | <b>19,867</b>          | <b>20,776</b>          | <b>*22,123</b>         | <b>22,300</b>             | <b>22,900</b>             |

Note: Starting with the 2015 Actual cases is being totaled differently to include all cases prosecuted not just new cases. \* Estimated.

## Judicial Administration – Commonwealth Attorney

### Funding Sources:

| Funding Sources                | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Revenue from Commonwealth      | 739,210           | 725,719           | 757,900                       | 780,200                      | 22,300                         |
| Designated Revenue             | 739,210           | 725,719           | 757,900                       | 780,200                      | 22,300                         |
| <b>Net General Tax Support</b> | <b>593,577</b>    | <b>675,783</b>    | <b>637,800</b>                | <b>751,500</b>               | <b>72,200</b>                  |

### Expenditure Summary:

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 1,132,014         | 1,186,952         | 1,225,500                     | 1,369,400                    | 143,900                        |
| Contractual Services          | 464               | 9,982             | 10,100                        | 10,100                       | -                              |
| Other Charges                 | 200,309           | 204,568           | 201,600                       | 152,200                      | (49,400)                       |
| <b>TOTAL EXPENDITURES</b>     | <b>1,332,787</b>  | <b>1,401,502</b>  | <b>1,437,200</b>              | <b>1,531,700</b>             | <b>94,500</b>                  |

### Staffing Summary:

| Full-Time Employees   | FY 2017     | FY 2018     | FY 2019     | FY 2020     | Inc/(Dec) |
|-----------------------|-------------|-------------|-------------|-------------|-----------|
| Commonwealth Attorney | 15.0        | 15.0        | 16.0        | 16.0        | 0         |
| <b>Total</b>          | <b>15.0</b> | <b>15.0</b> | <b>16.0</b> | <b>16.0</b> | <b>0</b>  |

### Expenditure Detail:

| EXPENDITURES | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular      | 882,244           | 914,975           | 948,587                       | 1,043,930                    | 95,343                         |
| Overtime     | 463               | 390               | 500                           | 500                          | -                              |
| FICA         | 65,395            | 68,254            | 67,692                        | 75,763                       | 8,071                          |
| VRS-Employer | 80,344            | 87,764            | 86,242                        | 93,850                       | 7,608                          |



## Judicial Administration – Commonwealth Attorney

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

| <b>EXPENDITURES</b>                    | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|--|---------------------------|---------------------------|--|---------------------------------------|---|
| Insurance Employer                     | 10,974                    | 11,989                    | 12,427                                 | 13,675                                | 1,248                                   |
| VA local Disability Plan               | 845                       | 939                       | 1,383                                  | 1,211                                 | (172)                                   |
| Worker's Compensation                  | 1,321                     | 1,316                     | 1,354                                  | 1,419                                 | 65                                      |
| Flex Benefits Admin Fee                | 511                       | 540                       | 540                                    | 576                                   | 36                                      |
| Flex Benefits -Employee                | 89,867                    | 100,731                   | 106,726                                | 138,340                               | 31,614                                  |
| VRS Health Ins Credit                  | 50                        | 54                        | 49                                     | 136                                   | 87                                      |
| PERSONNEL                              | 1,132,014                 | 1,186,952                 | 1,225,500                              | 1,369,400                             | 143,900                                 |
| Computer Hardware/Software             | 224                       | 9,555                     | 9,100                                  | 9,100                                 | -                                       |
| Printing & Binding                     | 240                       | 427                       | 1,000                                  | 1,000                                 | -                                       |
| CONTRACTUAL SERVICES                   | 464                       | 9,982                     | 10,100                                 | 10,100                                | -                                       |
| Postal Services                        | 1,732                     | 2,026                     | 1,900                                  | 1,900                                 | -                                       |
| Office Equipment                       | 5,173                     | 5,455                     | 5,300                                  | 5,400                                 | 100                                     |
| Lease of Building                      | 160,781                   | 160,781                   | 161,000                                | 107,400                               | (53,600)                                |
| Mileage & Transportation               | 2,707                     | 4,302                     | 3,750                                  | 4,300                                 | 550                                     |
| Travel & Training                      | 9,952                     | 11,290                    | 11,950                                 | 12,000                                | 50                                      |
| Dues & Memberships                     | 4,377                     | 5,925                     | 3,000                                  | 6,200                                 | 3,200                                   |
| Miscellaneous Charges & Fees           | 65                        | -                         | -                                      | -                                     | -                                       |
| Office Supplies                        | 1,311                     | 2,884                     | 4,000                                  | 4,000                                 | -                                       |
| Food & Food Service                    | 1,106                     | 1,146                     | 700                                    | 1,000                                 | 300                                     |
| Books & Subscriptions                  | 4,915                     | 4,765                     | 4,000                                  | 5,000                                 | 1,000                                   |
| Other Operating Supplies               | 3,353                     | 2,555                     | 6,000                                  | 5,000                                 | (1,000)                                 |
| Computer Hardware/Software             | 4,837                     | 3,439                     | -                                      | -                                     | -                                       |
| OTHER CHARGES                          | 200,309                   | 204,568                   | 201,600                                | 152,200                               | (49,400)                                |
| <b>TOTAL COMMONWEALTH<br/>ATTORNEY</b> | <b>1,332,787</b>          | <b>1,401,502</b>          | <b>1,437,200</b>                       | <b>1,531,700</b>                      | <b>94,500</b>                           |

## Judicial Administration – Victim Witness

Winchester's Victim Witness Program provides services to Victims and Witnesses of Crime. We help victims through the judicial process with the Commonwealth's Attorney's Office to prepare for their cases. We provide courtroom support, new updates on their case, continuance notifications and the final outcome of the cases. We also assist with filing compensation through the Virginia Victims Fund. Victim Witness assists the Commonwealth's Attorney in locating victims for trial and setting up trial preparation. The office offers support throughout the trial process for the victims and their families. If there is restitution due for losses resulting from the crime, we will prepare a restitution statement to the court for the Judge to order restitution. We also provide employer and student intervention, transportation arrangements for out of state victims and witnesses. We work with the jail and Department of Corrections for prisoner release notifications to the victims.

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

- Send an initial letter to Victim of Crime in the City letting them know about the Victim Witness Program.
- Send Victims information about the Judicial Process for their case.
- Contact Victims about their court case with updates.
- 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.
- Request Restitution for Victims to pay for their losses, monitor restitution and request the courts enforcement for non-payment.
- Register Victims for Prisoner release notifications.

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

| <b>Funding Sources</b>         | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Revenue from Commonwealth      | 38,901                    | 38,898                    | 39,000                                 | 39,000                                | -                                       |
| Revenue from Federal           | 116,692                   | 116,695                   | 119,000                                | 119,000                               | -                                       |
| Designated Revenue             | 155,593                   | 155,593                   | 158,000                                | 158,000                               | -                                       |
| <b>Net General Tax Support</b> | <b>27,439</b>             | <b>52,683</b>             | <b>49,100</b>                          | <b>55,500</b>                         | <b>6,400</b>                            |

## Judicial Administration – Victim Witness

### Expenditure Summary:

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 173,670           | 192,007           | 183,400                       | 189,800                      | 6,400                          |
| Contractual Services          | 1,513             | 472               | 5,900                         | 5,900                        | -                              |
| Other Charges                 | 7,849             | 15,797            | 17,800                        | 17,800                       | -                              |
| <b>TOTAL EXPENDITURES</b>     | <b>183,032</b>    | <b>208,276</b>    | <b>207,100</b>                | <b>213,500</b>               | <b>6,400</b>                   |

### Staffing Summary:

| Full-Time Employees | FY 2017    | FY 2018    | FY 2019    | FY 2020    | Inc/(Dec) |
|---------------------|------------|------------|------------|------------|-----------|
| Victim Witness      | 2.0        | 2.0        | 2.0        | 2.0        | 0         |
| <b>Total</b>        | <b>2.0</b> | <b>2.0</b> | <b>2.0</b> | <b>2.0</b> | <b>0</b>  |

### Expenditure Detail:

| EXPENDITURES                | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                     | 123,029           | 126,048           | 128,569                       | 132,444                      | 3,875                          |
| Part-time Non-classified    | 16,317            | 29,067            | 18,060                        | 18,060                       | -                              |
| FICA                        | 10,357            | 11,562            | 11,164                        | 11,200                       | 36                             |
| VRS-Employer                | 11,354            | 12,089            | 11,559                        | 11,907                       | 348                            |
| Insurance Employer          | 1,549             | 1,652             | 1,683                         | 1,736                        | 53                             |
| Worker's Compensation       | 93                | 102               | 101                           | 101                          | -                              |
| Benefits Admin Fee          | 69                | 72                | 72                            | 72                           | -                              |
| Employee Benefits           | 10,902            | 11,415            | 12,192                        | 14,280                       | 2,088                          |
| <b>PERSONNEL</b>            | <b>173,670</b>    | <b>192,007</b>    | <b>183,400</b>                | <b>189,800</b>               | <b>6,400</b>                   |
| Professional Services       | 433               | 298               | 3,200                         | 3,200                        | -                              |
| Computer Hardware/Software  | -                 | 159               | 400                           | 400                          | -                              |
| Printing & Binding          | 1,080             | 15                | 1,500                         | 1,500                        | -                              |
| Contracted Parking          | -                 | -                 | 800                           | 800                          | -                              |
| <b>CONTRACTUAL SERVICES</b> | <b>1,513</b>      | <b>472</b>        | <b>5,900</b>                  | <b>5,900</b>                 | <b>-</b>                       |
| Postal Services             | -                 | -                 | 1,400                         | 1,400                        | -                              |
| Telecommunications          | 768               | 979               | 1,600                         | 1,600                        | -                              |
| Mileage & Transportation    | 706               | 2,405             | 825                           | 825                          | -                              |
| Court Witness               | 135               | -                 | -                             | -                            | -                              |
| Travel & Training           | 1,618             | 5,071             | 4,775                         | 4,775                        | -                              |

## Judicial Administration – Victim Witness

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

| <b>EXPENDITURES</b>         | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|-----------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Dues & Memberships          | 400                       | -                         | 200                                    | 200                                   | -                                       |
| Office Supplies             | 3,721                     | 4,941                     | 7,700                                  | 7,700                                 | -                                       |
| Food & Food Service         | 19                        | -                         | 200                                    | 200                                   | -                                       |
| Books & Subscriptions       | -                         | 200                       | 100                                    | 100                                   | -                                       |
| Other Operating Supplies    | 103                       | 841                       | 1,000                                  | 1,000                                 | -                                       |
| Public Relations            | -                         | 160                       | -                                      | -                                     | -                                       |
| Computer Hardware/Software  | 379                       | 1,200                     | -                                      | -                                     | -                                       |
| OTHER CHARGES               | 7,849                     | 15,797                    | 17,800                                 | 17,800                                | -                                       |
| <b>TOTAL VICTIM WITNESS</b> | <b>183,032</b>            | <b>208,276</b>            | <b>207,100</b>                         | <b>213,500</b>                        | <b>6,400</b>                            |

## Public Safety – Police Department

### ***Mission Statement***

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

***Council Goal: Advance the quality of life for all Winchester residents by increasing the cultural, recreational and tourism opportunities; enhance and maintain infrastructure; and promote and improve public safety***

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### Police Department Strategies:

- Continue community outreach efforts with a number of outreach events to include Badges and Batter, Kids and Cops Camp, Cookies and Coffee with a Cop, Junior Academy, just to name a few.
- Enhance visibility and police coverage on the Downtown Mall and overall safety.
- Promote special functions provided beyond normal police services. These include 911/EMD, Community Resources Team (CRT), fitness program, SWAT, Crisis Negotiation Team (CNT), Crisis Intervention Training (CIT), Mental Health Liaison, Civil Disturbance Team, Community Outreach Initiatives and Drug Court.
- Continue specialized training efforts with CIT, use of force, and trauma kits.
- Fully implemented the Body Worn Camera (BWC) program.
- Continue to work with advancing technology to promote efficiency within the department to include the implementation of e-citations.
- Improve recruitment efforts to attract and promote diversity.
- Continue to review, revise, and update all policies and procedures using employee workgroups. Post updated policies, when appropriate on Police Department's website to increase transparency with the public we serve.
- Added an explosive detection K-9 to the department.

## Public Safety – Police Department

### ***Performance Measures: Outcomes/Trends***

| Crime Statistics     | 2014<br>Actual | 2015<br>Actual | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual |
|----------------------|----------------|----------------|----------------|----------------|----------------|
| Grand Theft          | 171            | 172            | 137            | 144            | 128            |
| Motor Vehicle Theft  | 25             | 17             | 13             | 22             | 38             |
| Robbery              | 15             | 21             | 15             | 26             | 16             |
| Rape                 | 16             | 7              | 15             | 12             | 9              |
| Breaking & Entering* | 110            | 109            | 114            | 93             | 86             |

\*Includes Unlawful Entry

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

The Winchester Emergency Communications Center (ECC) is the vital link between citizens and first responders. 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.
- To implement Text to 9-1-1 and educate the public on its proper use.
- 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.

## Public Safety – Police Department

### Performance Measures: Outcomes/Trends

| Indicators                      | 2014<br>Actual | 2015<br>Actual | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|
| Fire & Rescue Calls for Service | 5,904          | 6,080          | 6,639          | 6,616          | 6,217          |
| Police Calls for Service        | 44,027         | 43,093         | 44,567         | 44,785         | 45,584         |
| Police Dispatched Calls         | 19,854         | 18,597         | 18,862         | 19,266         | 18,467         |
| 911 Calls                       | 19,296         | 20,808         | 21,682         | 21,592         | 20,406         |
| <b>Total Phone Calls</b>        | <b>146,643</b> | <b>142,291</b> | <b>136,537</b> | <b>132,421</b> | <b>127,947</b> |

### Funding Sources:

| Funding Sources                | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Charges for Services           | 56,393            | 58,068            | 52,000                        | 52,000                       | -                              |
| Recovered Costs                | 7,913             | 6,967             | -                             | 54,700                       | 54,700                         |
| Commonwealth                   | 904,761           | 985,305           | 1,046,000                     | 958,800                      | (87,200)                       |
| Federal                        | 51,310            | 53,770            | 33,000                        | 33,000                       | -                              |
| Subtotal Designated Revenue    | 1,020,377         | 1,104,110         | 1,131,000                     | 1,098,500                    | (32,500)                       |
| <b>Net General Tax Support</b> | <b>7,732,628</b>  | <b>8,043,342</b>  | <b>8,280,500</b>              | <b>8,546,200</b>             | <b>265,700</b>                 |

### Staffing Summary:

| Full-Time Employees       | FY 2017    | FY 2018    | FY 2019    | FY 2020    | Inc/(Dec) |
|---------------------------|------------|------------|------------|------------|-----------|
| Police                    | 89         | 87         | 88         | 90         | 2.0       |
| Emergency Communications  | 15         | 15         | 15         | 15         | 0         |
| <b>Total Full-Time</b>    | <b>104</b> | <b>102</b> | <b>103</b> | <b>105</b> | <b>0</b>  |
| <b>Total Sworn Police</b> | <b>77</b>  | <b>77</b>  | <b>78</b>  | <b>78</b>  | <b>0</b>  |



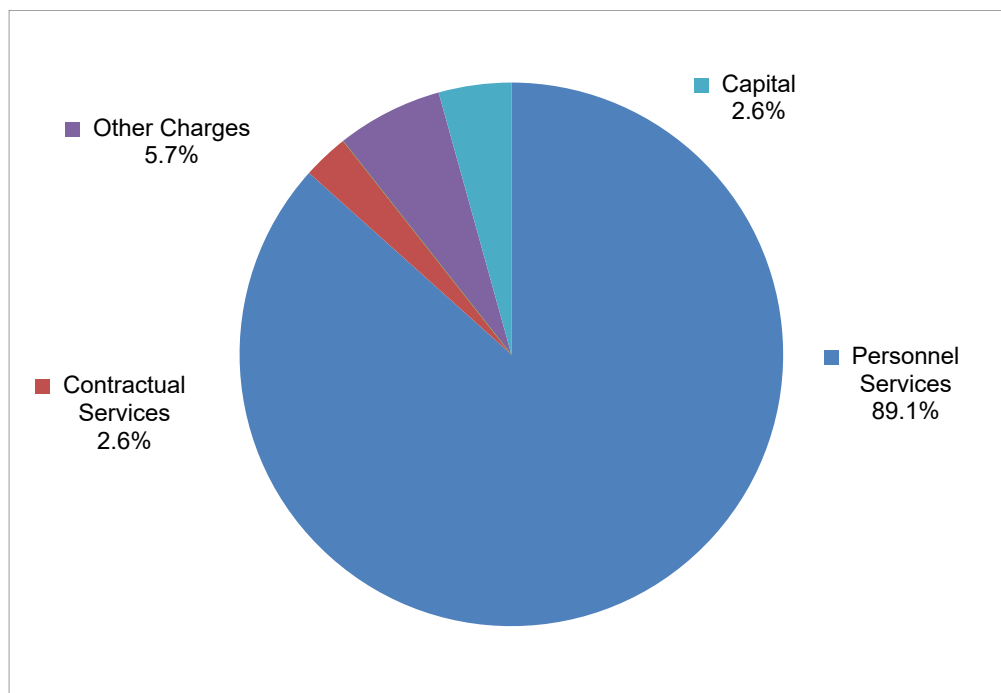
## Public Safety – Police Department

### Expenditure Summary:

| Expenditure by Division   | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Police                    | 7,787,227         | 7,888,661         | 8,182,000                     | 8,458,200                    | 276,200                        |
| Police Grants             | 75,726            | 291,084           | 179,000                       | 84,600                       | (94,400)                       |
| Emergency Communications  | 890,052           | 967,707           | 1,050,500                     | 1,101,900                    | 51,400                         |
| <b>TOTAL EXPENDITURES</b> | <b>8,753,005</b>  | <b>9,147,452</b>  | <b>9,411,500</b>              | <b>9,644,700</b>             | <b>233,200</b>                 |

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 7,716,087         | 7,843,723         | 8,213,111                     | 8,591,200                    | 378,089                        |
| Contractual Services          | 222,280           | 211,299           | 263,500                       | 253,500                      | (10,000)                       |
| Internal Services             | 20                | -                 | -                             | -                            | -                              |
| Other Charges                 | 517,566           | 749,184           | 534,800                       | 545,000                      | 10,200                         |
| Capital                       | 297,052           | 343,246           | 400,089                       | 255,000                      | (145,089)                      |
| <b>TOTAL EXPENDITURES</b>     | <b>8,753,005</b>  | <b>9,147,452</b>  | <b>9,411,500</b>              | <b>9,644,700</b>             | <b>233,200</b>                 |

### FY 2020 Expenditures by Classification



# Public Safety – Police Department

## Expenditure Detail:

| EXPENDITURES                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Police</b>                 |                   |                   |                               |                              |                                |
| Regular                       | 4,680,857         | 4,669,836         | 4,941,915                     | 5,073,255                    | 131,340                        |
| Overtime                      | 386,682           | 365,173           | 273,000                       | 273,000                      | -                              |
| Part-time Non-classified      | 135,627           | 129,529           | 175,000                       | 137,500                      | (37,500)                       |
| FICA                          | 385,801           | 380,183           | 383,218                       | 388,609                      | 5,391                          |
| VRS-Employer                  | 420,142           | 440,400           | 446,010                       | 461,202                      | 15,192                         |
| VRS-LODA                      | 43,687            | 44,822            | 45,000                        | 60,000                       | 15,000                         |
| Retirees                      | 32,544            | 28,500            | 28,000                        | 32,130                       | 4,130                          |
| Insurance-Employer            | 57,821            | 60,838            | 64,921                        | 67,206                       | 2,285                          |
| VA Local Disability Plan      | 704               | 499               | 1,972                         | 2,709                        | 737                            |
| State Unemployment Tax        | -                 | 9,754             | -                             | -                            | -                              |
| Worker's Compensation         | 86,982            | 94,910            | 99,002                        | 94,577                       | (4,425)                        |
| Clothing Allowance            | 10,875            | 9,188             | 12,000                        | 8,250                        | (3,750)                        |
| Tuition Assistance            | -                 | -                 | 6,000                         | -                            | (6,000)                        |
| Benefits Admin Fee            | 2,897             | 2,960             | 3,132                         | 3,204                        | 72                             |
| Employee Benefits             | 614,754           | 662,529           | 730,784                       | 880,602                      | 149,818                        |
| VRS Health Insurance Credit   | 5,689             | 5,955             | 5,946                         | 6,156                        | 210                            |
| PERSONNEL                     | 6,865,062         | 6,905,076         | 7,215,900                     | 7,488,400                    | 272,500                        |
| Health Care Services          | -                 | 891               | 6,500                         | 6,500                        | -                              |
| Medical Examiner-Coroner      | 500               | 640               | 1,000                         | 1,000                        | -                              |
| Interpreter Fees              | 10,548            | 9,889             | 20,000                        | 15,000                       | (5,000)                        |
| Other Professional Services   | 16,861            | 15,759            | 17,000                        | 17,000                       | -                              |
| Training/Education            | 2,512             | -                 | -                             | -                            | -                              |
| National Guard Personnel      | 15,000            | 14,726            | 15,000                        | 15,000                       | -                              |
| Repairs & Maintenance         | 22,971            | 8,606             | 7,000                         | 7,000                        | -                              |
| Vehicle Repairs & Maintenance | 93,747            | 94,015            | 115,000                       | 110,000                      | (5,000)                        |
| Printing & Binding            | 5,088             | 5,822             | 6,500                         | 6,500                        | -                              |
| Local Media                   | 343               | 367               | 200                           | 200                          | -                              |
| Laundry & Dry Cleaning        | 1,730             | 313               | 300                           | 300                          | -                              |
| Probation Monitoring/ASAP     | 15,545            | 23,245            | 23,300                        | 23,300                       | -                              |
| Food Services - Catering      | 1,200             | 1,200             | 1,200                         | 1,200                        | -                              |
| CONTRACTUAL SERVICES          | 186,045           | 175,473           | 213,000                       | 203,000                      | (10,000)                       |
| Parts                         | 20                | -                 | -                             | -                            | -                              |
| INTERNAL SERVICES             | 20                | -                 | -                             | -                            | -                              |
| Electrical Services           | 2,377             | 107               | 3,500                         | -                            | (3,500)                        |
| Postal Services               | 2,343             | 4,038             | 5,000                         | 5,000                        | -                              |
| Telecommunications            | 42,054            | 25,024            | 13,850                        | -                            | (13,850)                       |

# Public Safety – Police Department

## Expenditure Detail - continued:

| EXPENDITURES                      | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Police - continued</b>         |                   |                   |                               |                              |                                |
| Motor Vehicle Insurance           | 38,911            | 42,536            | 44,300                        | 44,300                       | -                              |
| Group Accident                    | 340               | 340               | 500                           | 500                          | -                              |
| Law Enforcement Liability         | -                 | -                 | 16,500                        | -                            | (16,500)                       |
| Office Equipment Rental           | 6,464             | 6,475             | 7,000                         | 7,000                        | -                              |
| Mileage & Transportation          | 1,064             | 439               | 700                           | 700                          | -                              |
| Travel & Training                 | 27,729            | 34,047            | 45,500                        | 40,500                       | (5,000)                        |
| NW VA Regional Drug Task Force    | 10,608            | 10,499            | 11,500                        | 11,500                       | -                              |
| Dues & Memberships                | 43,889            | 39,531            | 48,100                        | 48,600                       | 500                            |
| Miscellaneous Charges & Fees      | 100               | 3,735             | 100                           | 100                          | -                              |
| Background Checks                 | 540               | 425               | -                             | -                            | -                              |
| Office Supplies                   | 10,742            | 17,315            | 10,500                        | 22,500                       | 12,000                         |
| Food & Food Service               | 194               | 682               | 750                           | 750                          | -                              |
| Landscaping/Agricultural Supplies | 754               | 2,797             | 2,000                         | 2,000                        | -                              |
| Medical & Laboratory              | 1,919             | 1,422             | 1,500                         | 1,500                        | -                              |
| Laundry & Janitorial              | 170               | 14                | 100                           | 100                          | -                              |
| Vehicle & Equipment Fuels         | 86,849            | 99,660            | 105,000                       | 105,000                      | -                              |
| Vehicle & Equipment Supplies      | 2,490             | 3,485             | 2,500                         | 2,500                        | -                              |
| Police Supplies                   | 103,651           | 166,571           | 118,250                       | 127,350                      | 9,100                          |
| Uniforms & Apparel                | 34,499            | 38,556            | 34,500                        | 52,450                       | 17,950                         |
| Books & Subscriptions             | 844               | 77                | 3,100                         | 3,100                        | -                              |
| Other Operating Supplies          | 20,517            | 20,310            | 28,350                        | 31,350                       | 3,000                          |
| Computer Supplies                 | -                 | 519               | -                             | -                            | -                              |
| K9 Dog Supplies                   | -                 | 16,883            | -                             | 5,000                        | 5,000                          |
| Awards, Plaques, Other            | -                 | 10                | -                             | -                            | -                              |
| OTHER CHARGES                     | 439,048           | 535,497           | 503,100                       | 511,800                      | 8,700                          |
| Motor Vehicle & Equipment         | 297,052           | 272,615           | 250,000                       | 255,000                      | 5,000                          |
| CAPITAL                           | 297,052           | 272,615           | 250,000                       | 255,000                      | 5,000                          |
| <b>TOTAL POLICE</b>               | <b>7,787,227</b>  | <b>7,888,661</b>  | <b>8,182,000</b>              | <b>8,458,200</b>             | <b>276,200</b>                 |
| <b>Police Grants</b>              |                   |                   |                               |                              |                                |
| Regular                           | 194               | 751               | -                             | 40,685                       | 40,685                         |
| Overtime                          | 26,675            | 30,453            | 21,500                        | 21,500                       | -                              |
| FICA                              | 1,973             | 2,333             | 1,911                         | 5,179                        | 3,268                          |
| VRS-Employer                      | -                 | -                 | -                             | 3,658                        | 3,658                          |
| Insurance Employer                | -                 | -                 | -                             | 533                          | 533                            |
| Worker's Compensation             | 444               | 564               | 500                           | 820                          | 320                            |
| Benefits Admin Fee                | 3                 | -                 | -                             | 36                           | 36                             |
| Employee Benefits                 | -                 | -                 | -                             | 7,140                        | 7,140                          |
| VRS Health Ins Credit             | -                 | -                 | -                             | 49                           | 49                             |
| PERSONNEL                         | 29,289            | 34,101            | 23,911                        | 79,600                       | 55,689                         |

# Public Safety – Police Department

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

| <b>EXPENDITURES</b>                     | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|---|---------------------------|---------------------------|--|---------------------------------------|---|
| <i><b>Police Grants - continued</b></i> |                           |                           |  |                                       |   |
| Lease/Rent Buildings                    | 8,000                     | 8,000                     | -                                      | -                                     | -                                       |
| Travel & Training                       | 1,625                     | 270                       | -                                      | -                                     | -                                       |
| Miscellaneous Charges & Fees            | -                         | 2,000                     | -                                      | -                                     | -                                       |
| Office Supplies                         | -                         | 495                       | -                                      | -                                     | -                                       |
| Police Supplies                         | 1,574                     | 12,078                    | 5,000                                  | 5,000                                 | -                                       |
| Uniforms & Apparel                      | 20,905                    | 5,266                     | -                                      | -                                     | -                                       |
| Other Operating Supplies                | 12,647                    | 157,979                   | -                                      | -                                     | -                                       |
| Computer Equipment & Supplies           | 1,686                     | 264                       | -                                      | -                                     | -                                       |
| OTHER CHARGES                           | 46,437                    | 186,352                   | 5,000                                  | 5,000                                 | -                                       |
| Computer Hardware/Software              | -                         | 70,631                    | 150,089                                | -                                     | (150,089)                               |
| CAPITAL                                 | -                         | 70,631                    | 150,089                                | -                                     | (150,089)                               |
| <b>TOTAL POLICE GRANTS</b>              | <b>75,726</b>             | <b>291,084</b>            | <b>179,000</b>                         | <b>84,600</b>                         | <b>(94,400)</b>                         |
| <i><b>Emergency Communications</b></i>  |                           |                           |  |                                       |   |
| Regular                                 | 550,578                   | 620,793                   | 655,848                                | 687,294                               | 31,446                                  |
| Overtime                                | 53,309                    | 30,351                    | 42,000                                 | 42,000                                | -                                       |
| Part-time Non-Classified                | 28,453                    | 25,477                    | 23,000                                 | 23,000                                | -                                       |
| FICA                                    | 46,054                    | 48,952                    | 54,535                                 | 56,202                                | 1,667                                   |
| VRS-Employer                            | 48,197                    | 59,447                    | 61,881                                 | 61,788                                | (93)                                    |
| Insurance Employer                      | 6,577                     | 8,120                     | 8,919                                  | 9,004                                 | 85                                      |
| VA Local Disability Plan                | 624                       | 947                       | 1,595                                  | 1,495                                 | (100)                                   |
| Worker's Compensation                   | 415                       | 440                       | 502                                    | 525                                   | 23                                      |
| Benefits Admin Fee                      | 397                       | 498                       | 540                                    | 540                                   | -                                       |
| Employee Benefits                       | 86,479                    | 108,717                   | 123,663                                | 140,527                               | 16,864                                  |
| VRS Health Ins Credit                   | 653                       | 804                       | 817                                    | 825                                   | 8                                       |
| PERSONNEL                               | 821,736                   | 904,546                   | 973,300                                | 1,023,200                             | 49,900                                  |
| Other Professional Services             | -                         | -                         | 8,300                                  | 8,300                                 | -                                       |
| Repairs & Maintenance                   | 853                       | 242                       | -                                      | -                                     | -                                       |
| 911 Name/Address Service                | 34,908                    | 35,144                    | 41,800                                 | 41,800                                | -                                       |
| Printing & Binding                      | 474                       | 440                       | 400                                    | 400                                   | -                                       |
| CONTRACTUAL SERVICES                    | 36,235                    | 35,826                    | 50,500                                 | 50,500                                | -                                       |
| Postal Services                         | 132                       | 98                        | 200                                    | 175                                   | (25)                                    |
| Telecommunications                      | 6,770                     | 1,349                     | 1,005                                  | 1,005                                 | -                                       |
| Property Insurance                      | 153                       | 143                       | -                                      | -                                     | -                                       |
| Travel & Training                       | 4,282                     | 5,367                     | 5,000                                  | 6,000                                 | 1,000                                   |
| Dues & Memberships                      | 7,819                     | 7,787                     | 8,260                                  | 8,785                                 | 525                                     |

## Public Safety – Police Department

### *Expenditure Detail - continued:*

| <b>EXPENDITURES</b>            | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Office Supplies                | 5,602                     | 4,244                     | 3,935                                  | 3,935                                 | -                                       |
| Food & Food Service            | 1,070                     | 1,099                     | 1,200                                  | 1,200                                 | -                                       |
| Vehicle & Equipment Fuels      | 44                        | 27                        | 100                                    | 100                                   | -                                       |
| Uniforms & Apparel             | 2,064                     | 1,688                     | 2,200                                  | 2,200                                 | -                                       |
| Books & Subscriptions          | 194                       | 60                        | 200                                    | 200                                   | -                                       |
| Other Operating Supplies       | 3,951                     | 5,473                     | 4,500                                  | 4,500                                 | -                                       |
| Awards, Plaques, Other         | -                         | -                         | 100                                    | 100                                   | -                                       |
| OTHER CHARGES                  | 32,081                    | 27,335                    | 26,700                                 | 28,200                                | 1,500                                   |
| <b>TOTAL ECC</b>               | <b>890,052</b>            | <b>967,707</b>            | <b>1,050,500</b>                       | <b>1,101,900</b>                      | <b>51,400</b>                           |
| <b>TOTAL POLICE DEPARTMENT</b> | <b>8,753,005</b>          | <b>9,147,452</b>          | <b>9,411,500</b>                       | <b>9,644,700</b>                      | <b>233,200</b>                          |

## Public Safety – Fire and Rescue Department

### ***Mission Statement***

*Winchester Fire and Rescue Department strives to be a leader in combination Fire and Rescue Services.*

***Strategic Plan: Goals 3 and 4: Advance the quality of life for all Winchester residents; Improve City Services and advance the Strategic Plan Goals***

### ***Action Item 2: Public Safety***

---

#### ***Fire Department Objectives:***

- Provide adequate resources for the defined core City services and service levels
  - Add nine (9) Firefighter/EMT positions to guarantee two (2) personnel on each piece of fire and rescue apparatus each day
  - Complete a study of the fire and rescue system
  - Provide appropriate levels of fire and rescue apparatus to provide emergency response
- Maintain a high level of customer satisfaction with City Services
  - Respond to and safely arrive at emergency incidents by attaining:
    - Preventable accidents while responding = 0
    - OSHA reportable firefighter casualties = 0
    - Unit Mobilization Interval\* <=2 minutes
    - Response Time Interval\* <=6 minutes
    - Total Response Time\* <=8 minutes
    - All cardiac arrest resuscitation rate => 30%\*
    - V-Fib/V-Tach cardiac arrest resuscitation rate =>40%
    - V-Fib/V-Tach cardiac arrest survival rate with good neurological function =>20%\*

## Public Safety – Fire and Rescue Department

### Objective Results

| Objectives                              | FY 2017           |        | FY 2018           |        | FY 2019           |        | FY 2020           |
|---|-------------------|--------|-------------------|--------|-------------------|--------|-------------------|
|   | Request/<br>Adopt | Actual | Request/<br>Adopt | Actual | Request/<br>Adopt | Actual | Request/<br>Goals |
| New Firefighters                        | 0                 | 0      | 3                 | 1      | 3                 | 0      | 3                 |
| Accidents while Responding              | 0                 | 0      | 0                 | 1      | 0                 | 1      | 0                 |
| OSHA Recordable Causalities             | 0                 | 2      | 0                 | 3      | 0                 | 3      | 0                 |
| Unit Mobilization interval <=2 minutes  | =>96%             | 91.30% | =>96%             | 94.51% | =>96%             | TBD    | =>96%             |
| Response Time Interval <=6 minutes      | >96%              | 73.97% | =>96%             | 77.61% | =>96%             | TBD    | =>96%             |
| Total Response Time <=8 minutes         | =>90%             | 83.97% | =>90%             | 87.41% | =>90%             | TBD    | =>90%             |
| All Cardiac Resuscitation Rate          | >=40%             | 39%    | =>40%             | 30.77% | =>40%             | TBD    | =>40%             |
| V-Fib/V-Tach Cardiac Resuscitation Rate | =>40%             | 50%    | =>40%             | 42.85% | =>40%             | TBD    | =>40%             |
| V-Fib/V-Tach Hospital Discharge Rate    | =>30%             | 37.5%  | =>30%             | 28.57% | =>30%             | TBD    | =>30%             |

#### Definitions:

Unit Mobilization Interval- Defined as elapsed time from unit dispatched to unit marked responding

Response Time Interval- Defined as elapsed time from unit dispatched to first arrived on the emergency incident

Total Response Time- Defined as elapsed time from 911 call answered until the first unit arrived on the emergency incident

American Heart Association survival rate with good neurological function is 9%  
<https://www.sca-aware.org/sca-news/aha-releases-latest-statistics-on-sudden-cardiac-arrest>

This is for the latest information on cardiac arrest to update the information above.



## Public Safety – Fire and Rescue Department

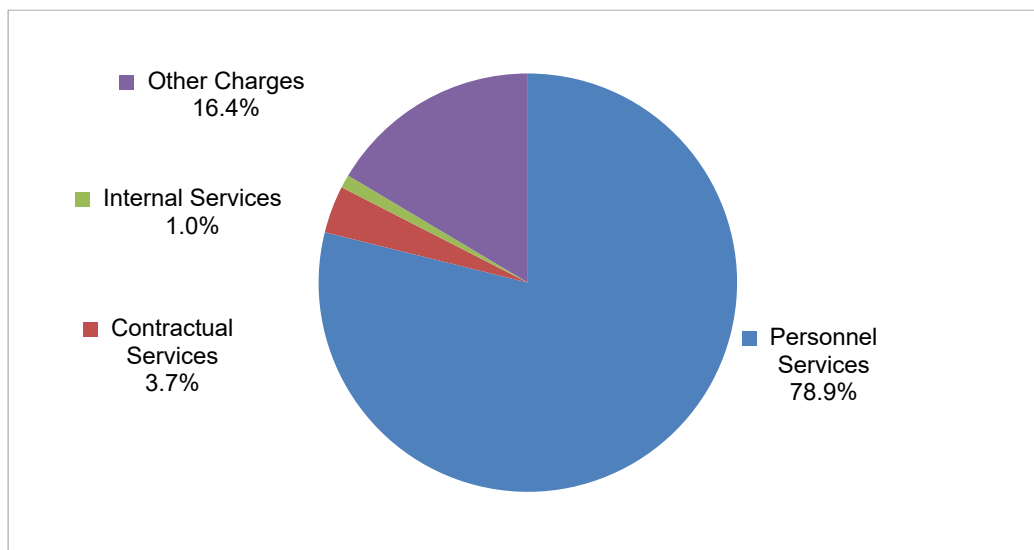
### Expenditure Summary:

| Expenditures by Division  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Fire                      | 5,549,279         | 5,516,633         | 5,855,900                     | 6,290,300                    | 434,400                        |
| Fire Grants               | 179,157           | 491,700           | 1,056,100                     | 825,000                      | (231,100)                      |
| Hazardous Materials       | 60,534            | 43,510            | 63,600                        | 76,700                       | 13,100                         |
| <b>TOTAL EXPENDITURES</b> | <b>5,788,970</b>  | <b>6,051,843</b>  | <b>6,975,600</b>              | <b>7,192,000</b>             | <b>216,400</b>                 |

### Expenditure by Classification

|                           |                  |                  |                  |                  |                  |
|---------------------------|------------------|------------------|------------------|------------------|------------------|
| Personnel Services        | 4,989,537        | 4,869,530        | 5,259,600        | 5,672,700        | 4,989,537        |
| Contractual Services      | 118,622          | 158,609          | 212,800          | 263,200          | 118,622          |
| Internal Services         | 65,894           | 72,193           | 93,500           | 73,500           | 65,894           |
| Other Charges             | 572,291          | 697,991          | 1,243,700        | 1,182,600        | 572,291          |
| Capital                   | 42,626           | 253,520          | 166,000          | -                | 42,626           |
| <b>TOTAL EXPENDITURES</b> | <b>5,788,970</b> | <b>6,051,843</b> | <b>6,975,600</b> | <b>7,192,000</b> | <b>5,788,970</b> |

### FY 2020 Expenditures by Classification



### Staffing Summary:

| Full-Time Employees       | FY 2020     | FY 2018     | FY 2019     | FY 2020     | Inc/(Dec)  |
|---------------------------|-------------|-------------|-------------|-------------|------------|
| Fire                      | 62.0        | 62.0        | 62.0        | 63.0        | 1.0        |
| <b>Total Full-Time</b>    | <b>62.0</b> | <b>62.0</b> | <b>62.0</b> | <b>63.0</b> | <b>1.0</b> |
| <b>Total Firefighters</b> | <b>59.0</b> | <b>59.0</b> | <b>59.0</b> | <b>60.0</b> | <b>1.0</b> |

# Public Safety – Fire and Rescue Department

## Expenditure Detail:

| EXPENDITURES                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>FIRE &amp; RESCUE</b>      |                   |                   |                               |                              |                                |
| Regular                       | 3,457,282         | 3,258,166         | 3,600,768                     | 3,863,214                    | 262,446                        |
| Overtime                      | 223,269           | 283,233           | 202,600                       | 202,600                      | -                              |
| Non-classified Part-time      | 17,093            | 45,451            | 44,700                        | 44,700                       | -                              |
| FICA                          | 268,214           | 263,141           | 285,599                       | 293,485                      | 7,886                          |
| VRS-Employer                  | 315,649           | 306,028           | 321,240                       | 337,386                      | 16,146                         |
| VRS - LODA                    | 47,375            | 36,028            | 50,000                        | 50,000                       | -                              |
| Retirees                      | 39,776            | 50,825            | 49,500                        | 57,120                       | 7,620                          |
| Insurance-Employer            | 42,522            | 42,119            | 46,786                        | 49,746                       | 2,960                          |
| VA Local Disability Plan      | 142               | 151               | 183                           | 573                          | 390                            |
| Worker's Compensation         | 124,865           | 122,213           | 136,932                       | 136,315                      | (617)                          |
| Benefits Admin Fee            | 2,091             | 2,008             | 2,220                         | 2,292                        | 72                             |
| Employee Benefits             | 430,579           | 439,102           | 497,785                       | 603,114                      | 105,329                        |
| VRS Health Insurance Credit   | 4,251             | 4,144             | 4,287                         | 4,555                        | 268                            |
| PERSONNEL                     | 4,973,108         | 4,852,609         | 5,242,600                     | 5,645,100                    | 402,500                        |
| Health Care Services          | 16,352            | 16,923            | 18,000                        | 18,000                       | -                              |
| Other Professional Services   | 12,180            | 12,372            | 13,200                        | 63,200                       | 50,000                         |
| Training/Education            | 1,035             | 609               | 96,100                        | 51,000                       | (45,100)                       |
| Repairs & Maintenance         | 29,302            | 43,561            | 24,200                        | 24,200                       | -                              |
| Vehicle Repairs & Maintenance | 10,325            | 14,051            | 12,000                        | 50,000                       | 38,000                         |
| Fire Apparatus Testing        | 3,777             | 8,729             | 8,500                         | 8,500                        | -                              |
| Printing & Binding            | 701               | 1,111             | 1,500                         | 1,500                        | -                              |
| Local Media                   | 60                | -                 | -                             | -                            | -                              |
| Laundry & Dry Cleaning        | 18,512            | 20,283            | 20,700                        | 20,700                       | -                              |
| Sanitary Landfill Usage       | 100               | 12                | -                             | -                            | -                              |
| Volunteer Fire Stations       | -                 | -                 | 500                           | 500                          | -                              |
| Food Services                 | -                 | -                 | 800                           | 800                          | -                              |
| CONTRACTUAL SERVICES          | 92,344            | 117,651           | 195,500                       | 238,400                      | 42,900                         |
| Fleet Fuel                    | 47,646            | 58,653            | 92,000                        | 72,000                       | (20,000)                       |
| Fleet Parts                   | 6,450             | 4,932             | -                             | -                            | -                              |
| Fleet Labor                   | 11,385            | 6,899             | -                             | -                            | -                              |
| INTERNAL SERVICES             | 65,481            | 70,484            | 92,000                        | 72,000                       | (20,000)                       |
| Electrical Services           | 1,996             | 2,195             | 1,800                         | 1,800                        | -                              |
| Postal Services               | 675               | 992               | 700                           | 700                          | -                              |
| Telecommunications            | 7,807             | 2,024             | 400                           | 400                          | -                              |
| Property Insurance            | 814               | 707               | 800                           | 800                          | -                              |
| Motor Vehicle Insurance       | 3,914             | 4,002             | 4,000                         | 4,000                        | -                              |
| Group Accident                | 17,304            | 24,617            | 14,000                        | 14,000                       | -                              |
| Office Equipment              | 868               | 985               | 1,000                         | 1,000                        | -                              |

# Public Safety – Fire and Rescue Department

## Expenditure Detail - continued:

| EXPENDITURES                                | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b><i>FIRE &amp; RESCUE - continued</i></b> |                   |                   |                               |                              |                                |
| Mileage & Transportation                    | 185               | 1,045             | 200                           | 200                          | -                              |
| Travel & Training                           | 16,644            | 22,622            | 10,000                        | 10,000                       | -                              |
| Volunteer Fire Department                   | 192,000           | 192,000           | 192,000                       | 192,000                      | -                              |
| Volunteer Fireman Incentive                 | 719               | 164               | 500                           | 500                          | -                              |
| Dues & Memberships                          | 2,092             | 2,942             | 3,800                         | 3,800                        | -                              |
| Miscellaneous Charges & Fees                | 5                 | 20                | -                             | -                            | -                              |
| Office Supplies                             | 2,710             | 7,886             | 3,200                         | 3,200                        | -                              |
| Food & Food Service                         | 4,044             | 6,299             | 3,000                         | 3,000                        | -                              |
| Medical & Laboratory                        | 23,683            | 28,460            | 24,000                        | 24,000                       | -                              |
| Laundry & Janitorial                        | 1,012             | 1,216             | 1,300                         | 1,300                        | -                              |
| Vehicle & Equipment Fuels                   | 2,666             | 1,703             | 2,000                         | 2,000                        | -                              |
| Vehicle & Equipment Supplies                | 1,115             | 1,722             | 1,000                         | 10,000                       | 9,000                          |
| Uniforms & Apparel                          | 61,311            | 36,152            | 34,100                        | 34,100                       | -                              |
| Books & Subscriptions                       | 1,256             | 2,126             | 4,500                         | 4,500                        | -                              |
| Other Operating Supplies                    | 31,071            | 31,160            | 23,500                        | 23,500                       | -                              |
| Computer Hardware/Software                  | 1,829             | 2,440             | -                             | -                            | -                              |
| OTHER CHARGES                               | 375,720           | 373,479           | 325,800                       | 334,800                      | 9,000                          |
| Motor Vehicle & Equipment                   | 42,626            | 102,410           | -                             | -                            | -                              |
| CAPITAL                                     | 42,626            | 102,410           | -                             | -                            | -                              |
| <b>TOTAL FIRE</b>                           | <b>5,549,279</b>  | <b>5,516,633</b>  | <b>5,855,900</b>              | <b>6,290,300</b>             | <b>434,400</b>                 |
| <b><i>FIRE GRANTS</i></b>                   |                   |                   |                               |                              |                                |
| Training/Education                          | 4,499             | -                 | -                             | -                            | -                              |
| Repairs & Maintenance                       | 2,456             | 4,067             | -                             | -                            | -                              |
| Vehicle Repairs & Maintenance               | 280               | 9,715             | -                             | -                            | -                              |
| Laundry & Dry Cleaning                      | -                 | 15,288            | -                             | -                            | -                              |
| CONTRACTUAL SERVICES                        | 7,235             | 29,070            | -                             | -                            | -                              |
| Telecommunications                          | 6,722             | 6,316             | 9,100                         | -                            | (9,100)                        |
| Travel & Training                           | 27,506            | 17,216            | 7,000                         | 7,000                        | -                              |
| Medical & Laboratory                        | 6,455             | 18,190            | 49,900                        | 15,000                       | (34,900)                       |
| Uniforms & Apparel                          | 84,551            | 68,670            | 40,800                        | 120,800                      | 80,000                         |
| Books & Subscriptions                       | 2,446             | 1,992             | 1,700                         | 1,700                        | -                              |
| Other Operating Supplies                    | 42,842            | 193,097           | 781,600                       | 680,500                      | (101,100)                      |
| Computer Hardware/Software                  | 1,400             | 6,039             | -                             | -                            | -                              |
| OTHER CHARGES                               | 171,922           | 311,520           | 890,100                       | 825,000                      | (65,100)                       |

# Public Safety – Fire and Rescue Department

## Expenditure Detail - continued:

| EXPENDITURES                          | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b><i>FIRE GRANTS - continued</i></b> |                   |                   |                               |                              |                                |
| Machinery & Equipment                 | -                 | 151,110           | 166,000                       | -                            | (166,000)                      |
| CAPITAL                               | -                 | 151,110           | 166,000                       | -                            | (166,000)                      |
| <b>TOTAL FIRE GRANTS</b>              | <b>179,157</b>    | <b>491,700</b>    | <b>1,056,100</b>              | <b>825,000</b>               | <b>(231,100)</b>               |
| <b><i>HAZARDOUS MATERIAL</i></b>      |                   |                   |                               |                              |                                |
| Regular                               | 12,247            | 12,547            | 12,500                        | 13,560                       | 1,060                          |
| Overtime                              | 57                | 48                | -                             | 7,500                        | 7,500                          |
| FICA                                  | 942               | 964               | 994                           | 1,102                        | 108                            |
| VRS-Employer                          | 1,127             | 1,205             | 1,205                         | 1,289                        | 84                             |
| Insurance Employer                    | 154               | 164               | 164                           | 175                          | 11                             |
| VA Local Disability Plan              | 70                | 74                | 90                            | 97                           | 7                              |
| Worker's Compensation                 | 8                 | 8                 | 8                             | 11                           | 3                              |
| Benefits Admin Fee                    | 11                | 12                | 12                            | 12                           | -                              |
| Employee Benefits                     | 1,798             | 1,883             | 2,012                         | 3,837                        | 1,825                          |
| VRS Health Ins Credit                 | 15                | 16                | 15                            | 17                           | 2                              |
| PERSONNEL                             | 16,429            | 16,921            | 17,000                        | 27,600                       | 10,600                         |
| Health Care Services                  | 15,108            | 10,998            | 10,700                        | 10,700                       | -                              |
| Repairs & Maintenance                 | 1,100             | -                 | 1,500                         | 1,500                        | -                              |
| Vehicle Repairs & Maintenance         | 2,835             | 890               | 5,100                         | 5,100                        | -                              |
| Purchase Services – Frederick         | -                 | -                 | -                             | 7,500                        | 7,500                          |
| CONTRACTUAL SERVICES                  | 19,043            | 11,888            | 17,300                        | 24,800                       | 7,500                          |
| Fleet Fuel                            | 38                | 153               | 500                           | 500                          | -                              |
| Fleet Parts                           | 122               | 615               | 500                           | 500                          | -                              |
| Fleet Labor                           | 253               | 941               | 500                           | 500                          | -                              |
| INTERNAL SERVICES                     | 413               | 1,709             | 1,500                         | 1,500                        | -                              |
| Postal Services                       | 38                | -                 | 100                           | 100                          | -                              |
| Telecommunications                    | 1,422             | 237               | 3,000                         | 3,000                        | -                              |
| Motor Vehicle Insurance               | 1,547             | 1,580             | 2,400                         | 2,400                        | -                              |
| Office Equipment                      | 408               | 447               | 500                           | 500                          | -                              |
| Mileage & Transportation              | -                 | -                 | 100                           | 100                          | -                              |
| Travel & Training                     | 1,214             | 1,121             | 1,100                         | 1,100                        | -                              |
| Office Supplies                       | 107               | 29                | 200                           | 200                          | -                              |
| Vehicle & Equipment Fuels             | 185               | 461               | 100                           | 100                          | -                              |
| Vehicle & Equipment Supplies          | 7,730             | 60                | 100                           | 100                          | -                              |

## Public Safety – Fire and Rescue Department

### *Expenditure Detail - continued:*

| EXPENDITURES                        | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>HAZMAT - continued</b>           |                   |                   |                               |                              |                                |
| Books & Subscriptions               | -                 | -                 | 200                           | 200                          | -                              |
| Other Operating Supplies            | 11,998            | 9,057             | 20,000                        | 15,000                       | (5,000)                        |
| OTHER CHARGES                       | 24,649            | 12,992            | 27,800                        | 22,800                       | (5,000)                        |
| <b>TOTAL HAZARDOUS<br/>MATERIAL</b> | <b>60,534</b>     | <b>43,510</b>     | <b>63,600</b>                 | <b>76,700</b>                | <b>13,100</b>                  |
| <b>TOTAL FIRE DEPARTMENT</b>        | <b>5,788,970</b>  | <b>6,051,843</b>  | <b>6,975,600</b>              | <b>7,192,000</b>             | <b>216,400</b>                 |

## Public Safety – Juvenile and Domestic Relations Court Services

Juvenile and Domestic Relations Court Services 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:

- Provide intake services
- Investigations and reports for the Juvenile Court
- Provide probation supervision
- 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 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Contracted Parking                     | 2,400             | 2,400             | 2,400                         | 2,400                        | -                              |
| CONTRACTUAL SERVICES                   | 2,400             | 2,400             | 2,400                         | 2,400                        | -                              |
| Telecommunications                     | 273               | 261               | 300                           | 300                          | -                              |
| Lease of Buildings                     | 101,260           | 101,260           | 101,300                       | 67,600                       | (33,700)                       |
| Office Supplies                        | 562               | 231               | 2,400                         | 2,400                        | -                              |
| Food & Food Service                    | 371               | 404               | 400                           | 400                          | -                              |
| OTHER CHARGES                          | 102,466           | 102,156           | 104,400                       | 70,700                       | (33,700)                       |
| <b>TOTAL J &amp; DR Court Services</b> | <b>104,866</b>    | <b>104,556</b>    | <b>106,800</b>                | <b>73,100</b>                | <b>(33,700)</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. This includes working in concert with other City agencies and our customers (residents, tenants, business owners, building owners, architects, engineers, builders, tradesmen, contractors, and developers) as part of the development team.

### ***Strategic Plan Goals:***

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- Encourage sustainable economic growth and partnerships through business and workforce development
- Promote and accelerate revitalization of catalyst sites and other areas throughout the city
- Advance the quality of life for all Winchester residents by increasing cultural, recreational and tourism opportunities; enhance and maintain infrastructure; and promote and improve public safety
- Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation

### ***Departmental Objectives and Strategies:***

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- Provide a development environment which is transparent, consistent, fair, timely and equitable for all customers (residents, homeowners, contractors, design professionals, developers, etc.).
- Attract new homeowners (young professionals and seniors) by focusing on quality of life enhancements through enforcement of Property Maintenance Code, nuisance, and residential overcrowding provisions.
- 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, resulting in faster building permit approval, answering of citizen inquiries, and resolving nuisance and property maintenance violations.
- 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 the Uniform Statewide Building Code and Property Maintenance Code as well as updating forms and creating development guides to make new development and redevelopment projects easier to understand and complete.

## Public Safety – Inspections

### Performance Measures – Outcomes/Trends:

| Indicators                              | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Estimated | 2020<br>Projected |
|---|----------------|----------------|----------------|-------------------|-------------------|
| <b>Output Measures</b>                  |                |                |                |                   |                   |
| Graffiti Abatement                      | 32             | 28             | 6              | 5                 | 5                 |
| Nuisance                                | 762            | 696            | 480            | 625               | 550               |
| Overcrowding                            | 27             | 19             | 16             | 15                | 15                |
| Property Maintenance                    | 235            | 244            | 225            | 325               | 275               |
| Rental Housing                          | 229            | 215            | 551            | 475               | 300               |
| Vacant Building Registry                | 61             | 52             | 74             | 60                | 60                |
| Total Number of Building Permits Issued | 1712           | 1816           | 1828           | 3400              | 3500              |
| Residential Construction Value          | \$16,001,040   | \$27,063,432   | \$12,310,789   | \$8,750,000       | \$8,000,000       |
| Commercial Construction Value           | \$32,435,687   | \$24,047,180   | \$40,066,551   | \$56,000,000      | \$25,000,000      |

### Expenditure Summary:

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 483,111           | 480,250           | 552,500                       | 570,700                      | 18,200                         |
| Contractual Services          | 11,102            | 9,666             | 15,900                        | 12,900                       | (3,000)                        |
| Internal Services             | 13,023            | 10,028            | 11,200                        | 13,200                       | 2,000                          |
| Other Charges                 | 18,349            | 15,546            | 20,900                        | 21,900                       | 1,000                          |
| Capital                       | -                 | 21,131            | -                             | 22,000                       | 22,000                         |
| <b>TOTAL EXPENDITURES</b>     | <b>525,585</b>    | <b>536,621</b>    | <b>600,500</b>                | <b>640,700</b>               | <b>40,200</b>                  |

### Staffing Summary:

| Full-Time Employees | FY 2017    | FY 2018    | FY 2019    | FY 2020    | Inc/(Dec) |
|---------------------|------------|------------|------------|------------|-----------|
| Inspections         | 7.5        | 7.5        | 7.5        | 7.5        | 0         |
| <b>Total</b>        | <b>7.5</b> | <b>7.5</b> | <b>7.5</b> | <b>7.5</b> | <b>0</b>  |



## Public Safety – Inspections

### Expenditure Detail:

| EXPENDITURES                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                       | 351,757           | 349,413           | 402,274                       | 411,623                      | 9,349                          |
| Overtime                      | 642               | 988               | 350                           | 350                          | -                              |
| FICA                          | 25,458            | 25,499            | 29,324                        | 30,212                       | 888                            |
| VRS-Employer                  | 32,571            | 33,508            | 36,281                        | 37,104                       | 823                            |
| Retirees                      | 5,424             | 5,700             | 6,000                         | 7,140                        | 1,140                          |
| Insurance Employer            | 4,445             | 4,579             | 5,270                         | 5,406                        | 136                            |
| VA Local Disability Plan      | 105               | 163               | 323                           | 560                          | 237                            |
| Worker's Compensation         | 2,200             | 2,059             | 2,250                         | 2,374                        | 124                            |
| Tuition Assistance            | -                 | -                 | 500                           | -                            | (500)                          |
| Benefits Admin Fee            | 253               | 261               | 270                           | 270                          | -                              |
| Employee Benefits             | 59,815            | 57,627            | 69,176                        | 75,166                       | 5,990                          |
| VRS Health Ins Credit         | 441               | 453               | 482                           | 495                          | 13                             |
| PERSONNEL                     | 483,111           | 480,250           | 552,500                       | 570,700                      | 18,200                         |
| Vehicle Repairs & Maintenance | 102               | 228               | 500                           | 500                          | -                              |
| Mowing & Trimming             | 460               | -                 | 500                           | 500                          | -                              |
| Printing & Binding            | 370               | 478               | 900                           | 700                          | (200)                          |
|                               | -                 | -                 | -                             | 200                          | 200                            |
| Clean-up Private Parcels      | 10,170            | 8,960             | 14,000                        | 11,000                       | (3,000)                        |
| CONTRACTUAL SERV              | 11,102            | 9,666             | 15,900                        | 12,900                       | (3,000)                        |
| Fuel                          | 3,001             | 3,272             | 3,500                         | 4,000                        | 500                            |
| Parts                         | 2,666             | 2,374             | 2,500                         | 3,000                        | 500                            |
| Labor                         | 7,194             | 4,286             | 5,000                         | 6,000                        | 1,000                          |
| Copier Charges                | 162               | 96                | 200                           | 200                          | -                              |
| INTERNAL SERVICES             | 13,023            | 10,028            | 11,200                        | 13,200                       | 2,000                          |
| Postal Services               | 5,378             | 4,533             | 5,000                         | 6,000                        | 1,000                          |
| Telecommunications            | 4,019             | 976               | -                             | -                            | -                              |
| Motor Vehicle Insurance       | 2,349             | 2,409             | 3,600                         | 3,600                        | -                              |
| Mileage & Transportation      | 140               | -                 | 100                           | 100                          | -                              |
| Travel & Training             | 1,576             | 1,880             | 3,800                         | 3,900                        | 100                            |
| Dues & Memberships            | 400               | 370               | 400                           | 400                          | -                              |
| Court Filing Fees             | 228               | 24                | 300                           | 300                          | -                              |
| Miscellaneous Charges & Fees  | -                 | 476               | 100                           | -                            | (100)                          |
| Office Supplies               | 1,492             | 1,437             | 1,500                         | 2,000                        | 500                            |
| Vehicle & Equipment Fuels     | 52                | 61                | 100                           | 100                          | -                              |
| Uniforms & Apparel            | 1,461             | 1,037             | 1,400                         | 1,400                        | -                              |
| Books & Subscriptions         | 331               | 1,169             | 3,500                         | 2,500                        | (1,000)                        |
| Other Operating Supplies      | 923               | 1,174             | 1,100                         | 1,100                        | -                              |
| Computer Equip & Supplies     | -                 | -                 | -                             | 500                          | 500                            |
| OTHER CHARGES                 | 18,349            | 15,546            | 20,900                        | 21,900                       | 1,000                          |

## Public Safety – Inspections

### *Expenditure Detail:*

| EXPENDITURES              | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Motor Vehicle & Equipment | -                 | 21,131            | -                             | 22,000                       | 22,000                         |
| CAPITAL                   | -                 | 21,131            | -                             | 22,000                       | 22,000                         |
| <b>TOTAL INSPECTIONS</b>  | <b>525,585</b>    | <b>536,621</b>    | <b>600,500</b>                | <b>640,700</b>               | <b>40,200</b>                  |

## Public Safety – Emergency Management

Emergency Management is the creation of plans through which communities reduce vulnerability to hazards and cope with disasters. Disaster management is to develop plans that avert or eliminate the impact of disasters. Failure to plan could lead to loss of life, loss of property, or environmental impact. Events covered by disaster management include acts of terrorism, industrial sabotage, fire, natural disasters, public disorder, industrial accidents, and communication failures.

### Strategic Plan:

**Goal 3- Advance the quality of life for all Winchester residents by enhancing and maintaining infrastructure and promote and improve public safety.**

**Objective C: Support and improve existing and new community safety policies and programs**

**Goal 4- Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation.**

**Objective B: Enhance external communication and employee/internal communication**

**Objective C: Public Safety**

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

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- Launch a web page for information on Mass Care during emergencies
- Implement Everbridge's employee portal and train staff
- Conduct ongoing training and exercise programs to prepare staff for Emergency Operations Center (EOC) activations and operations
  - Training and Exercise => 3 per year
- Revitalize CERT program through scheduled training and inclusion of members in various exercises
- Review and Maintain the City's Emergency Operations Plan (EOP)
  - Review the EOP => 2 times per year
- Conduct public awareness and preparedness education through social media outlets, safety fairs and trainings
  - Public Contact = > 5 times per year
- Review the Regional Mitigation Plan
  - Review plan => 2 times per year
- Conduct maintenance on the public safety radio system to ensure reliability
  - Scheduled maintenance => 4 times per year

## Public Safety – Emergency Management

### Performance Measures:

| Objectives   | FY 2017           |        | FY 2018           |        | FY 2019           |        | FY 2020           |
|--|-------------------|--------|-------------------|--------|-------------------|--------|-------------------|
|  | Request/<br>Adopt | Actual | Request/<br>Adopt | Actual | Request/<br>Adopt | Actual | Request/<br>Goals |
| Conduct Ongoing training and exercise programs to prepare staff for Emergency Operations Center (EOC) activations and operations | =>3               | Yes    | =>3               | Yes    | =>3               | TBD    | =>3               |
| Review and Maintain the City's Emergency Operations Plan (EOC)   | =>2               | Yes    | =>2               | Yes    | =>2               | TBD    | =>2               |
| Conduct public awareness and preparedness education through media outlets, safety fairs and trainings                            | =>5               | Yes    | =>5               | Yes    | =>5               | TBD    | =>5               |
| Review the Regional Mitigation Plan  | =>2               | Yes    | =>2               | Yes    | =>2               | TBD    | =>2               |
| Conduct radio system maintenance to ensure reliability   | N/A               | N/A    | =>4               | 5      | =>4               | TBD    | =>4               |

### Expenditure Summary:

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 118,823           | 89,148            | 165,400                       | 212,500                      | 47,100                         |
| Contractual Services          | 6,595             | 254,076           | 361,500                       | 368,200                      | 6,700                          |
| Internal Services             | 5,379             | 2,115             | 3,400                         | 3,400                        | -                              |
| Other Charges                 | 57,462            | 9,688             | 22,400                        | 22,400                       | -                              |
| Capital                       | -                 | -                 | 165,000                       | -                            | (165,000)                      |
| <b>TOTAL EXPENDITURES</b>     | <b>188,259</b>    | <b>355,027</b>    | <b>717,700</b>                | <b>606,500</b>               | <b>(111,200)</b>               |

## Public Safety – Emergency Management

### Staffing Summary:

| Full-Time Employees  | FY 2017    | FY 2018    | FY 2019    | FY 2020    | Inc/(Dec) |
|----------------------|------------|------------|------------|------------|-----------|
| Emergency Management | 2.0        | 2.0        | 2.0        | 2.0        | 0         |
| <b>Total</b>         | <b>2.0</b> | <b>2.0</b> | <b>2.0</b> | <b>2.0</b> | <b>0</b>  |

### Expenditure Detail:

| EXPENDITURES                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                       | 81,364            | 66,365            | 125,219                       | 160,449                      | 35,230                         |
| Overtime                      | 2,497             | 1,135             | -                             | -                            | -                              |
| Part-time Non-Classified      | 2,623             | -                 | -                             | -                            | -                              |
| FICA                          | 6,065             | 4,231             | 9,845                         | 11,191                       | 1,346                          |
| VRS-Employer                  | 7,141             | 5,225             | 11,257                        | 14,424                       | 3,167                          |
| Insurance Employer            | 974               | 714               | 1,641                         | 2,101                        | 460                            |
| VA Local Disability Plan      | 441               | 323               | 846                           | 412                          | (434)                          |
| Worker's Compensation         | 301               | 307               | 347                           | 405                          | 58                             |
| Benefits Admin Fee            | 63                | 40                | 72                            | 72                           | -                              |
| Employee Benefits             | 17,257            | 10,737            | 16,022                        | 23,253                       | 7,231                          |
| VRS Health Insurance Credit   | 97                | 71                | 151                           | 193                          | 42                             |
| <b>PERSONNEL</b>              | <b>118,823</b>    | <b>89,148</b>     | <b>165,400</b>                | <b>212,500</b>               | <b>47,100</b>                  |
| Repairs & Maintenance         | -                 | 252,379           | 360,500                       | 367,200                      | 6,700                          |
| Vehicle Repairs & Maintenance | -                 | 1,697             | -                             | -                            | -                              |
| Computer Hardware/Software    | 6,565             | -                 | -                             | -                            | -                              |
| Printing & Binding            | 30                | -                 | 1,000                         | 1,000                        | -                              |
| <b>CONTRACTUAL SERVICES</b>   | <b>6,595</b>      | <b>254,076</b>    | <b>361,500</b>                | <b>368,200</b>               | <b>6,700</b>                   |
| Fuel                          | 647               | 902               | 700                           | 700                          | -                              |
| Parts                         | 2,087             | 176               | 1,200                         | 1,200                        | -                              |
| Labor                         | 2,645             | 1,037             | 1,500                         | 1,500                        | -                              |
| <b>INTERNAL SERVICES</b>      | <b>5,379</b>      | <b>2,115</b>      | <b>3,400</b>                  | <b>3,400</b>                 | <b>-</b>                       |
| Electrical Services           | 3,926             | 3,416             | 4,200                         | 4,200                        | -                              |
| Postal Services               | 248               | 471               | 950                           | 950                          | -                              |
| Telecommunications            | 2,284             | 490               | 400                           | 400                          | -                              |
| Motor Vehicle Insurance       | 1,291             | 1,306             | 1,600                         | 1,600                        | -                              |
| Office Equipment              | 225               | 275               | 400                           | 400                          | -                              |
| Mileage & Transportation      | 562               | -                 | 750                           | 750                          | -                              |
| Travel & Training             | 1,081             | 718               | 3,000                         | 3,000                        | -                              |
| Dues & Memberships            | 150               | -                 | 350                           | 500                          | 150                            |
| Office Supplies               | 1,188             | 249               | 1,200                         | 1,200                        | -                              |
| Food & Food Service           | 1,454             | 85                | 100                           | 100                          | -                              |
| Vehicle & Equipment Fuels     | 827               | 14                | 1,000                         | 850                          | (150)                          |

## Public Safety – Emergency Management

### Expenditure Detail:

| EXPENDITURES                 | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Uniforms & Apparel           | -                 | -                 | 750                           | 750                          | -                              |
| Vehicle & Equipment Supplies | -                 | -                 | 400                           | 400                          | -                              |
| Other Operating Supplies     | 44,226            | 2,664             | 7,300                         | 7,300                        | -                              |
| OTHER CHARGES                | 57,462            | 9,688             | 22,400                        | 22,400                       | -                              |
| Machinery & Equipment        | -                 | -                 | 165,000                       | -                            | (165,000)                      |
| CAPITAL                      | -                 | -                 | 165,000                       | -                            | (165,000)                      |
| <b>TOTAL EMERGENCY MGMT</b>  | <b>188,259</b>    | <b>355,027</b>    | <b>717,700</b>                | <b>606,500</b>               | <b>(111,200)</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 Fund 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 costs associated with storm water regulatory compliance that includes a full-time storm water engineer position.

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

To ensure that the City maintains compliance with its storm water discharge permit and effectively plan and prepare for future regulations that are expected to be put in place.

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

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 109,580           | 136,739           | 135,400                       | 135,900                      | 500                            |
| Contractual Services          | 65,441            | 109,932           | 72,500                        | 92,200                       | 19,700                         |
| Other Charges                 | 18,848            | 21,253            | 14,600                        | 19,400                       | 4,800                          |
| <b>TOTAL EXPENDITURES</b>     | <b>193,869</b>    | <b>267,924</b>    | <b>222,500</b>                | <b>247,500</b>               | <b>25,000</b>                  |

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

| Full-Time Employees | FY 2017    | FY 2018    | FY 2019    | FY 2020    | Inc/(Dec) |
|---------------------|------------|------------|------------|------------|-----------|
| Streets             | 1.0        | 1.0        | 1.0        | 1.0        | 0         |
| Storm Drainage      | 1.0        | 1.0        | 1.0        | 1.0        | 0         |
| <b>Total</b>        | <b>2.0</b> | <b>2.0</b> | <b>2.0</b> | <b>2.0</b> | <b>0</b>  |

## Public Works – Streets/Storm Drainage

### Expenditure Detail:

| EXPENDITURES                      | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>STREETS</b>                    |                   |                   |                               |                              |                                |
| Regular                           | 27,958            | 52,880            | 47,891                        | 49,339                       | 1,448                          |
| Overtime                          | 1,934             | 189               | 2,000                         | 2,000                        | -                              |
| FICA                              | 2,250             | 4,003             | 3,855                         | 3,890                        | 35                             |
| VRS-Employer                      | 2,179             | 4,759             | 4,304                         | 4,435                        | 131                            |
| Insurance Employer                | 297               | 650               | 628                           | 647                          | 19                             |
| VA Local Disability Plan          | 110               | 279               | 345                           | 355                          | 10                             |
| Worker's Compensation             | 481               | 593               | 284                           | 298                          | 14                             |
| Benefits Admin Fee                | 14                | 36                | 36                            | 36                           | -                              |
| Employee Benefits                 | 1,987             | 5,705             | 6,100                         | 7,140                        | 1,040                          |
| VRS Health Ins Credit             | 30                | 65                | 57                            | 60                           | 3                              |
| PERSONNEL                         | 37,240            | 69,159            | 65,500                        | 68,200                       | 2,700                          |
| Landscaping Service               | 25,480            | 41,912            | 51,000                        | 90,700                       | 39,700                         |
| Printing & Binding                | 175               | 175               | -                             | -                            | -                              |
| Laundry & Dry Cleaning            | -                 | -                 | 1,500                         | 1,500                        | -                              |
| CONTRACTUAL SERV                  | 25,655            | 42,087            | 52,500                        | 92,200                       | 39,700                         |
| General Liability Insurance       | 8,027             | 9,181             | 9,000                         | 9,000                        | -                              |
| Rental Equipment                  | 4,506             | 1,052             | 1,000                         | 1,000                        | -                              |
| Food & Food Service               | 1,075             | 1,486             | -                             | -                            | -                              |
| Landscaping/Agricultural Supplies | -                 | 4,010             | 200                           | 5,000                        | 4,800                          |
| Laundry & Janitorial              | 920               | 920               | 200                           | 200                          | -                              |
| Repair & Maintenance Supplies     | 950               | 1,604             | 1,000                         | 1,000                        | -                              |
| Uniforms & Apparel                | 370               | -                 | 200                           | 200                          | -                              |
| OTHER CHARGES                     | 15,848            | 18,253            | 11,600                        | 16,400                       | 4,800                          |
| <b>TOTAL STREETS</b>              | <b>78,743</b>     | <b>129,499</b>    | <b>129,600</b>                | <b>176,800</b>               | <b>47,200</b>                  |
| <b>STORM DRAINAGE</b>             |                   |                   |                               |                              |                                |
| Regular                           | 53,803            | 52,877            | 49,439                        | 50,925                       | 1,486                          |
| FICA                              | 3,837             | 3,907             | 3,364                         | 3,903                        | 539                            |
| VRS-Employer                      | 4,973             | 4,007             | 4,444                         | 4,577                        | 133                            |
| Insurance Employer                | 679               | 547               | 648                           | 667                          | 19                             |
| VA Local Disability Plan          | -                 | 99                | 349                           | 356                          | 7                              |
| Worker's Compensation             | 36                | 35                | 34                            | 35                           | 1                              |
| Benefits Admin Fee                | 30                | 27                | 36                            | 36                           | -                              |
| Employee Benefits                 | 8,915             | 6,027             | 11,525                        | 7,140                        | (4,385)                        |
| VRS Health Ins Credit             | 67                | 54                | 61                            | 61                           | -                              |
| PERSONNEL                         | 72,340            | 67,580            | 69,900                        | 67,700                       | (2,200)                        |



## Public Works – Streets/Storm Drainage

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

| <b>EXPENDITURES</b>                      | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|--|---------------------------|---------------------------|--|---------------------------------------|---|
| <b><i>Storm Drainage - continued</i></b> |                           |                           |  |                                       |   |
| Engineering & Architect                  | -                         | 20,000                    | 20,000                                 | -                                     | (20,000)                                |
| Professional Services                    | 39,786                    | 47,845                    | -                                      | -                                     | -                                       |
| CONTRACTUAL SERVICES                     | 39,786                    | 67,845                    | 20,000                                 | -                                     | (20,000)                                |
| Miscellaneous Charges & Fees             | 3,000                     | 3,000                     | 3,000                                  | 3,000                                 | -                                       |
| OTHER CHARGES                            | 3,000                     | 3,000                     | 3,000                                  | 3,000                                 | -                                       |
| <b><i>TOTAL STORM DRAINAGE</i></b>       | <b><i>115,126</i></b>     | <b><i>138,425</i></b>     | <b><i>92,900</i></b>                   | <b><i>70,700</i></b>                  | <b><i>(22,200)</i></b>                  |
| <b>TOTAL</b>                             | <b>193,869</b>            | <b>267,924</b>            | <b>222,500</b>                         | <b>247,500</b>                        | <b>25,000</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
- Taylor Pavilion
- Security Bollards
- Security Cameras
- WIFI network

### ***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:***

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 1,245             | 1,288             | 4,500                         | 4,500                        | -                              |
| Contractual Services          | 37,285            | 63,863            | 39,000                        | 57,000                       | 18,000                         |
| Internal Services             | 5,910             | 545               | 5,000                         | 3,000                        | (2,000)                        |
| Other Charges                 | 25,899            | 37,521            | 40,400                        | 37,600                       | (2,800)                        |
| <b>TOTAL EXPENDITURES</b>     | <b>70,339</b>     | <b>103,217</b>    | <b>88,900</b>                 | <b>102,100</b>               | <b>13,200</b>                  |

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

| Full-Time Employees | FY 2017    | FY 2018    | FY 2019  | FY 2020  | Inc/(Dec) |
|---------------------|------------|------------|----------|----------|-----------|
| Loudoun Mall        | 1.0        | 1.0        | 0        | 0        | 0         |
| <b>Total</b>        | <b>1.0</b> | <b>1.0</b> | <b>0</b> | <b>0</b> | <b>0</b>  |

## Public Works – Loudoun Mall

### Expenditure Detail:

| EXPENDITURES              | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Part-time Non-classified  | 1,141             | 1,158             | 4,000                         | 4,000                        | -                              |
| FICA                      | 87                | 89                | 306                           | 306                          | -                              |
| Worker's Compensation     | 17                | 41                | 194                           | 194                          | -                              |
| PERSONNEL                 | 1,245             | 1,288             | 4,500                         | 4,500                        | -                              |
| Repairs & Maintenance     | 16,673            | 34,203            | 17,000                        | 35,000                       | 18,000                         |
| Landscaping               | 20,612            | 29,660            | 22,000                        | 22,000                       | -                              |
| CONTRACTUAL SERV          | 37,285            | 63,863            | 39,000                        | 57,000                       | 18,000                         |
| Fuel                      | 1,396             | 545               | 3,000                         | 1,000                        | (2,000)                        |
| Parts                     | 1,662             | -                 | 1,000                         | 1,000                        | -                              |
| Labor                     | 2,852             | -                 | 1,000                         | 1,000                        | -                              |
| INTERNAL SERVICES         | 5,910             | 545               | 5,000                         | 3,000                        | (2,000)                        |
| Electrical Services       | 13,435            | 11,931            | 14,000                        | 14,000                       | -                              |
| Water & Sewer             | -                 | 11                | -                             | -                            | -                              |
| Telecommunications        | -                 | 2,225             | 12,000                        | 12,000                       | -                              |
| Landscaping/Agricultural  | 2,577             | -                 | 2,000                         | -                            | (2,000)                        |
| Laundry & Janitorial      | 2,963             | 2,727             | 3,000                         | 3,000                        | -                              |
| Repairs & Maintenance     | 5,722             | 19,338            | 7,000                         | 7,000                        | -                              |
| Other Operating Supplies  | 25                | 196               | 900                           | 100                          | (800)                          |
| Chemicals                 | 1,177             | 1,093             | 1,500                         | 1,500                        | -                              |
| OTHER CHARGES             | 25,899            | 37,521            | 40,400                        | 37,600                       | (2,800)                        |
| <b>TOTAL LOUDOUN MALL</b> | <b>70,339</b>     | <b>103,217</b>    | <b>88,900</b>                 | <b>102,100</b>               | <b>13,200</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.

The City charges all customers that receive refuse service a monthly fee of \$5.00 per month.

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

To help achieve the Strategic Plan goal of enhancing the quality of life for all Winchester residents by providing high quality refuse and recycling collections that are dependable and completed in a cost-effective manner.

The amount of refuse and recycling in the City has remained fairly consistent the past several years. The following table summarizes five years of refuse and recycling collected:

| Indicators                 | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Estimated | 2020<br>Projected |
|----------------------------|----------------|----------------|----------------|-------------------|-------------------|
| <b>Output Measures</b>     |                |                |                |                   |                   |
| Refuse Collected (tons)    | 6,452          | 6,603          | 6,561          | 6,500             | 6,500             |
| Recycling Collected (tons) | 2,970          | 2,939          | 2,962          | 2,900             | 2,900             |

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

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 899,707           | 931,855           | 987,100                       | 1,027,200                    | 40,100                         |
| Contractual Services          | 271,466           | 253,583           | 334,500                       | 321,000                      | (13,500)                       |
| Internal Services             | 177,478           | 287,497           | 181,000                       | 222,000                      | 41,000                         |
| Other Charges                 | 80,632            | 100,145           | 80,400                        | 115,200                      | 34,800                         |
| Capital                       | 211,783           | 194,834           | -                             | -                            | -                              |
| <b>TOTAL EXPENDITURES</b>     | <b>1,641,066</b>  | <b>1,767,914</b>  | <b>1,583,000</b>              | <b>1,685,400</b>             | <b>102,400</b>                 |

## Public Works – Refuse & Recycling

### Staffing Summary:

| Full-Time Employees | FY 2017     | FY 2018     | FY 2019     | FY 2020     | Inc/(Dec) |
|---------------------|-------------|-------------|-------------|-------------|-----------|
| Refuse              | 18.5        | 18.0        | 18.0        | 18.0        | 0         |
| <b>Total</b>        | <b>18.5</b> | <b>18.0</b> | <b>18.0</b> | <b>18.0</b> | <b>0</b>  |

### Expenditure Detail:

| EXPENDITURES                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                       | 619,448           | 623,780           | 667,564                       | 684,136                      | 16,572                         |
| Overtime                      | 12,496            | 23,731            | 12,500                        | 12,500                       | -                              |
| Part-time Non-classified      | -                 | 3,817             | 6,115                         | 6,115                        | -                              |
| FICA                          | 46,872            | 47,886            | 50,291                        | 53,603                       | 3,312                          |
| VRS-Employer                  | 56,802            | 57,549            | 60,706                        | 61,597                       | 891                            |
| Retirees                      | 5,424             | 5,700             | 6,000                         | 7,140                        | 1,140                          |
| Insurance Employer            | 7,751             | 7,863             | 8,744                         | 8,975                        | 231                            |
| VA Local Disability Plan      | 842               | 1,005             | 1,418                         | 2,094                        | 676                            |
| Worker's Compensation         | 21,573            | 25,752            | 27,068                        | 27,205                       | 137                            |
| Benefits Admin Fee            | 610               | 616               | 655                           | 655                          | -                              |
| Employee Benefits             | 127,121           | 133,376           | 145,238                       | 162,357                      | 17,119                         |
| VRS Health Ins Credit         | 768               | 780               | 801                           | 823                          | 22                             |
| <b>PERSONNEL</b>              | <b>899,707</b>    | <b>931,855</b>    | <b>987,100</b>                | <b>1,027,200</b>             | <b>40,100</b>                  |
| Other Professional Services   | -                 | -                 | 30,000                        | -                            | (30,000)                       |
| Employment Agencies           | 3,458             | 1,224             | 3,500                         | 3,500                        | -                              |
| Repairs & Maintenance         | 4,812             | 398               | 11,500                        | 11,500                       | -                              |
| Vehicle Repairs & Maintenance | -                 | -                 | -                             | 12,000                       | 12,000                         |
| Printing & Binding            | 2,614             | 908               | 1,000                         | 1,000                        | -                              |
| Local Media                   | 1,941             | 1,991             | 1,500                         | 3,000                        | 1,500                          |
| Laundry & Dry Cleaning        | 12,449            | 12,453            | 12,000                        | 15,000                       | 3,000                          |
| Sanitary Landfill Usage       | 246,192           | 236,609           | 275,000                       | 275,000                      | -                              |
| <b>CONTRACTUAL SERV</b>       | <b>271,466</b>    | <b>253,583</b>    | <b>334,500</b>                | <b>321,000</b>               | <b>(13,500)</b>                |
| Fuel                          | 42,316            | 52,949            | 60,000                        | 60,000                       | -                              |
| Parts                         | 36,334            | 53,789            | 42,000                        | 42,000                       | -                              |
| Labor                         | 98,828            | 180,759           | 79,000                        | 120,000                      | 41,000                         |
| <b>INTERNAL SERVICES</b>      | <b>177,478</b>    | <b>287,497</b>    | <b>181,000</b>                | <b>222,000</b>               | <b>41,000</b>                  |
| Postal Services               | 1,636             | 510               | 1,000                         | 1,000                        | -                              |
| Telecommunications            | 2,786             | 803               | -                             | 4,800                        | 4,800                          |
| Motor Vehicle Insurance       | 6,065             | 6,175             | 8,500                         | 8,500                        | -                              |

## Public Works – Refuse & Recycling

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

| <b>EXPENDITURES</b>          | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Office Equipment Rental      | 1,350                     | 1,371                     | 1,300                                  | 1,300                                 | -                                       |
| Mileage & Transportation     | -                         | 10                        | 500                                    | 500                                   | -                                       |
| Travel & Training            | 782                       | 1,793                     | 1,000                                  | 1,000                                 | -                                       |
| Dues & Assoc Memberships     | 150                       | -                         | -                                      | 200                                   | 200                                     |
| Miscellaneous Charges & Fees | 10                        | 5                         | -                                      | -                                     | -                                       |
| Recycling Processing         | 22,467                    | 32,755                    | 25,000                                 | 50,000                                | 25,000                                  |
| Office Supplies              | 500                       | 227                       | 500                                    | 500                                   | -                                       |
| Food & Food Service          | 1,446                     | 2,375                     | 1,300                                  | 1,300                                 | -                                       |
| Medical & Laboratory         | 2,925                     | 2,239                     | 3,000                                  | 3,000                                 | -                                       |
| Laundry & Janitorial         | 694                       | 1,710                     | 1,000                                  | 1,000                                 | -                                       |
| Repairs & Maintenance        | 294                       | 213                       | 100                                    | 100                                   | -                                       |
| Vehicle & Equipment Fuels    | 334                       | 301                       | -                                      | -                                     | -                                       |
| Vehicle & Equipment          | 1,781                     | 962                       | 2,000                                  | 2,000                                 | -                                       |
| Uniforms & Apparel           | 20,585                    | 23,482                    | 20,000                                 | 25,000                                | 5,000                                   |
| Books & Subscriptions        | -                         | -                         | 200                                    | -                                     | (200)                                   |
| Other Operating Supplies     | 16,827                    | 25,214                    | 15,000                                 | 15,000                                | -                                       |
| OTHER CHARGES                | 80,632                    | 100,145                   | 80,400                                 | 115,200                               | 34,800                                  |
| Motor Vehicle & Equipment    | 211,783                   | 194,834                   | -                                      | -                                     | -                                       |
| CAPITAL                      | 211,783                   | 194,834                   | -                                      | -                                     | -                                       |
| <b>TOTAL REFUSE</b>          | <b>1,641,066</b>          | <b>1,767,914</b>          | <b>1,583,000</b>                       | <b>1,685,400</b>                      | <b>102,400</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
- Creamery Building
- Public Works Admin Building
- Signs and Signal Shop
- Bus Garage
- Transit Garage and Transit Office Building

The maintenance activities that Facility Maintenance is responsible for includes: Interior building maintenance, exterior building maintenance, landscaping maintenance, and 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.

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

To help achieve the Strategic Plan goal of improving City services and advancing the strategic plan goals by promoting a culture of transparency, efficiency, and innovation, by successfully completing the City Hall renovation project.

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

| <b>Expenditure by Classification</b> | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Personnel Services                   | 647,319                   | 703,432                   | 884,700                                | 909,700                               | 25,000                                  |
| Contractual Services                 | 311,390                   | 301,483                   | 341,000                                | 393,500                               | 52,500                                  |
| Internal Services                    | 10,313                    | 9,969                     | 9,000                                  | 9,000                                 | -                                       |
| Other Charges                        | 960,598                   | 808,668                   | 955,600                                | 1,063,500                             | 107,900                                 |
| Capital                              | 32,433                    | 5,915                     | 55,000                                 | -                                     | (55,000)                                |
| <b>TOTAL EXPENDITURES</b>            | <b>1,962,053</b>          | <b>1,829,467</b>          | <b>2,245,300</b>                       | <b>2,375,700</b>                      | <b>130,400</b>                          |

## Public Works – Facilities Maintenance

### Staffing Summary:

| Full-Time Employees    | FY 2017     | FY 2018     | FY 2019     | FY 2020     | Inc/(Dec) |
|------------------------|-------------|-------------|-------------|-------------|-----------|
| JJC                    | 4.0         | 3.0         | 3.0         | 3.0         | 0         |
| Facilities Maintenance | 11.0        | 12.0        | 16.0        | 16.0        | 0         |
| <b>Total</b>           | <b>15.0</b> | <b>15.0</b> | <b>19.0</b> | <b>19.0</b> | <b>0</b>  |

### Expenditure Detail:

| EXPENDITURES                       | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Joint Judicial Center (JJC)</b> |                   |                   |                               |                              |                                |
| Regular                            | 83,052            | 85,031            | 94,809                        | 97,599                       | 2,790                          |
| Overtime                           | 675               | 578               | 1,000                         | 1,000                        | -                              |
| Part-time Non-classified           | -                 | 217               | -                             | -                            | -                              |
| FICA                               | 5,978             | 6,229             | 7,028                         | 7,234                        | 206                            |
| VRS-Employer                       | 7,651             | 8,174             | 8,829                         | 8,775                        | (54)                           |
| Insurance Employer                 | 1,044             | 1,116             | 1,241                         | 1,278                        | 37                             |
| VA Local Disability Plan           | 277               | 297               | 429                           | 445                          | 16                             |
| State Unemployment Tax             | -                 | 7,458             | -                             | -                            | -                              |
| Worker's Compensation              | 1,174             | 1,106             | 1,283                         | 1,300                        | 17                             |
| Benefits Admin Fee                 | 110               | 115               | 115                           | 115                          | -                              |
| Employee Benefits                  | 17,401            | 17,491            | 18,658                        | 20,845                       | 2,187                          |
| VRS Health Ins Credit              | 96                | 102               | 108                           | 109                          | 1                              |
| PERSONNEL                          | 117,458           | 127,914           | 133,500                       | 138,700                      | 5,200                          |
| Other Professional Services        | 922               | 2,595             | -                             | -                            | -                              |
| Repairs & Maintenance              | 105,120           | 135,627           | 120,000                       | 171,000                      | 51,000                         |
| Refuse Service                     | -                 | 329               | -                             | -                            | -                              |
| CONTRACTUAL SERV                   | 106,042           | 138,551           | 120,000                       | 171,000                      | 51,000                         |
| Electrical Services                | 122,140           | 76,713            | 135,000                       | 135,000                      | -                              |
| Heating Services                   | 21,701            | 22,879            | 35,000                        | 35,000                       | -                              |
| Water & Sewer                      | 26,115            | 25,826            | 34,000                        | 34,000                       | -                              |
| Telecommunications                 | 35,213            | 43,046            | 38,000                        | 38,000                       | -                              |
| Property Insurance                 | 10,010            | 8,272             | 15,000                        | 15,000                       | -                              |
| General Liability Insurance        | 1,231             | 1,145             | 1,500                         | 1,500                        | -                              |
| Office Supplies                    | 1,295             | 149               | 500                           | 23,200                       | 22,700                         |
| Food & Food Service                | 358               | 674               | 500                           | 500                          | -                              |
| Landscaping/Agricultural           | 10                | -                 | 300                           | -                            | (300)                          |
| Laundry & Janitorial               | 13,548            | 12,333            | 15,000                        | 15,000                       | -                              |
| Repairs & Maintenance              | 17,835            | 11,261            | 20,000                        | 20,000                       | -                              |



## Public Works – Facilities Maintenance

### Expenditure Detail - continued:

| EXPENDITURES                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>JJC - continued</b>        |                   |                   |                               |                              |                                |
| Other Operating Supplies      | 680               | 627               | 1,000                         | 1,000                        | -                              |
| Chemicals                     | -                 | 279               | 1,000                         | -                            | (1,000)                        |
| OTHER CHARGES                 | 250,136           | 203,204           | 296,800                       | 318,200                      | 21,400                         |
| <b>TOTAL JJC</b>              | <b>473,636</b>    | <b>469,669</b>    | <b>550,300</b>                | <b>627,900</b>               | <b>77,600</b>                  |
| <b>Facilities Maintenance</b> |                   |                   |                               |                              |                                |
| Regular                       | 385,609           | 408,068           | 534,328                       | 542,111                      | 7,783                          |
| Overtime                      | 4,725             | 6,087             | 3,500                         | 3,500                        | -                              |
| FICA                          | 29,438            | 30,901            | 40,292                        | 40,578                       | 286                            |
| VRS-Employer                  | 34,997            | 38,470            | 48,486                        | 48,736                       | 250                            |
| Insurance Employer            | 4,776             | 5,255             | 6,999                         | 7,102                        | 103                            |
| VA Local Disability Plan      | 735               | 1,044             | 2,240                         | 2,497                        | 257                            |
| Worker's Compensation         | 5,833             | 5,680             | 8,740                         | 8,546                        | (194)                          |
| Benefits Admin Fee            | 398               | 432               | 554                           | 550                          | (4)                            |
| Employee Benefits             | 62,876            | 79,060            | 105,417                       | 116,729                      | 11,312                         |
| VRS Health Ins Credit         | 474               | 521               | 644                           | 651                          | 7                              |
| PERSONNEL                     | 529,861           | 575,518           | 751,200                       | 771,000                      | 19,800                         |
| Other Professional Services   | -                 | 2,413             | -                             | -                            | -                              |
| Repairs & Maintenance         | 203,885           | 157,649           | 220,000                       | 220,000                      | -                              |
| Vehicle Repairs & Maintenance | 977               | 2,112             | 1,000                         | 1,000                        | -                              |
| Local Media                   | 486               | 638               | -                             | -                            | -                              |
| Laundry Dry Cleaning          | -                 | 120               | -                             | 1,500                        | 1,500                          |
| CONTRACTUAL SERV              | 205,348           | 162,932           | 221,000                       | 222,500                      | 1,500                          |
| Fuel                          | 2,984             | 4,022             | 4,000                         | 4,000                        | -                              |
| Parts                         | 1,620             | 1,452             | 1,000                         | 1,000                        | -                              |
| Labor                         | 5,709             | 4,495             | 4,000                         | 4,000                        | -                              |
| INTERNAL SERVICES             | 10,313            | 9,969             | 9,000                         | 9,000                        | -                              |
| Electrical Services           | 131,865           | 129,302           | 140,000                       | 185,000                      | 45,000                         |
| Heating Services              | 17,571            | 18,507            | 30,000                        | 30,000                       | -                              |
| Water & Sewer                 | 143,346           | 80,782            | 95,000                        | 105,000                      | 10,000                         |
| Postal Services               | 6                 | 28                | -                             | -                            | -                              |
| Telecommunications            | 52,120            | 51,936            | 47,000                        | 50,000                       | 3,000                          |
| Property Insurance            | 37,145            | 32,682            | 35,000                        | 54,000                       | 19,000                         |
| Motor Vehicle Insurance       | 1,648             | 1,693             | 2,900                         | 2,900                        | -                              |
| Lease/Rent of Equipment       | 5,881             | 671               | -                             | -                            | -                              |
| Building Rent                 | 254,441           | 251,034           | 254,000                       | 254,000                      | -                              |
| Travel & Training             | 3,191             | 316               | 4,000                         | 4,000                        | -                              |

## Public Works – Facilities Maintenance

### *Expenditure Detail - continued:*

| EXPENDITURES                              | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Facilities Maintenance - continued</b> |                   |                   |                               |                              |                                |
| Dues & Memberships                        | -                 | 458               | -                             | 500                          | 500                            |
| Miscellaneous Charges & Fees              | -                 | 77                | -                             | 100                          | 100                            |
| Office Supplies                           | 40                | 182               | 1,000                         | 1,000                        | -                              |
| Food & Food Service                       | -                 | 92                | 100                           | 100                          | -                              |
| Landscaping/Agricultural                  | 674               | -                 | 1,000                         | 400                          | (600)                          |
| Laundry & Janitorial                      | 16,524            | 17,294            | 15,000                        | 25,000                       | 10,000                         |
| Repairs & Maintenance                     | 40,855            | 15,628            | 27,000                        | 27,000                       | -                              |
| Vehicle & Equipment Fuel                  | 48                | 99                | 500                           | 500                          | -                              |
| Vehicle & Equipment Supplies              | -                 | 37                | 500                           | 500                          | -                              |
| Uniforms & Apparel                        | 2,101             | 2,396             | 3,500                         | 3,000                        | (500)                          |
| Other Operating Supplies                  | 3,006             | 1,838             | 1,800                         | 1,800                        | -                              |
| Chemicals                                 | -                 | 412               | 500                           | 500                          | -                              |
| OTHER CHARGES                             | 710,462           | 605,464           | 658,800                       | 745,300                      | 86,500                         |
| Motor Vehicle & Equipment                 | 32,433            | 5,915             | 55,000                        | -                            | (55,000)                       |
| CAPITAL                                   | 32,433            | 5,915             | 55,000                        | -                            | (55,000)                       |
| <b>Facilities Maintenance</b>             | <b>1,488,417</b>  | <b>1,359,798</b>  | <b>1,695,000</b>              | <b>1,747,800</b>             | <b>52,800</b>                  |
| <b>TOTAL FACILITIES MAINT</b>             | <b>1,962,053</b>  | <b>1,829,467</b>  | <b>2,245,300</b>              | <b>2,375,700</b>             | <b>130,400</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:***

| EXPENDITURES            | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Real Estate Tax Relief  | 232,694           | 225,486           | 250,000                       | 230,000                      | (20,000)                       |
| OTHER CHARGES           | 232,694           | 225,486           | 250,000                       | 230,000                      | (20,000)                       |
| <b>TOTAL TAX RELIEF</b> | <b>232,694</b>    | <b>225,486</b>    | <b>250,000</b>                | <b>230,000</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:***

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- Create a marketing strategy which will enhance all departmental offerings.
- Provide resources and further advanced training opportunities for Park Maintenance to enable independent and quality athletic field maintenance.
- Improve existing facilities, athletic fields and park areas and increase security.
- Diversify and increase Community Recreation programs offerings to all age groups.
- Continue to 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.
- Continue to 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.
- Provide and enhance a strong team environment within the Parks and Recreation Department which extends to the partner groups.
- Work with Park Partners and other area organizations to enhance the beautification and infrastructure of Jim Barnett Park and other City park areas.
- Develop a patron evaluation form relating to programming.
- Create increased communications and working relationships between the Parks Foundation and the Parks & Recreation Advisory Board

## Parks, Recreation & Cultural – Parks & Recreation

### ***Goals and Objectives - continued:***

- Pursue implementation of field maintenance program to improve quality of fields enhancing athletic opportunities.
- Conduct a thorough review of all programs and determine which if any programs should be continued or revised.
- Conduct a survey of all programs and facilities with the goal of identifying gaps and how such gaps may be addressed.
- Develop equipment maintenance schedule & replacement program.
- Create awareness and participation in environmental education and sound earth stewardship practices in the City of Winchester in collaboration with other entities including but not limited to Abrams Creek Wetlands.
- 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
- Review utilization of fields and areas that may be utilized for additional athletic and recreational purposes.

### ***Performance Measures - Trends:***

| Indicators  | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Estimated | 2020<br>Projected |
|---|----------------|----------------|----------------|-------------------|-------------------|
| <b>Output Measures</b>  |                |                |                |                   |                   |
| Number of seasonal Pavilion rentals   | 390            | 411            | 358            | 376               | 395               |
| Number of rental hours for athletic fields, courts, and tracks <sup>1</sup>                       | 8,576          | 7,235          | 8,695          | 7,500             | 8,700             |
| Number of staff hours spent on special events   | 1,500          | 1,500          | 1,500          | 1,500             | 1,500             |
| Number of Park Maintenance staff hours spent mowing all assigned Park/City locations <sup>2</sup> | 1,800          | 1,650          | 1,774          | 1,750             | 1,750             |
| Number of Community Recreation Program offerings <sup>3</sup>                                     | 190            | 105            | 109            | 115               | 121               |
| Number of Memberships <sup>4</sup>  | 191            | 176            | 1,173          | 1,232             | 1,292             |
| Number of Park Participants <sup>5</sup>  | 39,000         | 100,000        | 100,000        | 100,000           | 100,000           |

## Parks, Recreation & Cultural – Parks & Recreation

### Performance Measures:

| Indicators   | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Estimated | 2020<br>Projected |
|--|----------------|----------------|----------------|-------------------|-------------------|
| <b>Outcome Measures</b>  |                |                |                |                   |                   |
| Winchester Parks & Recreation is open for 360 days per year, 14 hours per day average            | Yes            | Yes            | Yes            | Yes               | Yes               |
| Maintain an equipment maintenance and replacement program to reduce operational down times       | Yes            | Yes            | Yes            | Yes               | Yes               |
| Provide safe, comprehensive, quality recreation programs, facilities and services                | Yes            | Yes            | Yes            | Yes               | Yes               |
| Offering new affordable Community Recreation programs  | Yes            | Yes            | Yes            | Yes               | Yes               |
| Expansion of Community Rec programs focusing on Teens and Seniors based on 2015 Needs Assessment | n/a            | n/a            | Yes            | Yes               | Yes               |
| Maintain existing facilities to improve customer satisfaction and overall memberships            | n/a            | n/a            | Yes            | Yes               | Yes               |

<sup>1</sup>The totals for rental hours of athletic fields, courts, and tracks are dependent on weather.

<sup>2</sup>Number of hours spent mowing was determined by taking readings of the hour meters on the mowers and averaged over the years the mower has been in service. 1,774 hours does not include preparation, travel, or weed eating.

<sup>3</sup>Unsuccessful community programs were eliminated in an effort to encourage quality service within the programs currently offered, which are thriving. Available space has become an ever present factor in the ability to expand programming.

<sup>4</sup>Park Memberships include all HIVE Program as well as new memberships and renewals. The report is inclusive of the daily functions. The report was pulled for the calendar year Jan-Dec 2018.

<sup>5</sup>38,000-39,000 participants were served in programs where registration occurred. We estimate the park serves a total of 100,000 participants per year through registered programs, facility rentals, park events, etc.

### Staffing Summary:

| Full-Time Employees  | FY 2017     | FY 2018     | FY 2019     | FY 2020     | Inc/(Dec) |
|----------------------|-------------|-------------|-------------|-------------|-----------|
| Supervision Division | 5.0         | 5.0         | 4.0         | 4.0         | 0         |
| Special Events       | 0.0         | 0.0         | 1.0         | 1.0         | 0         |
| Maintenance Division | 11.0        | 11.0        | 8.0         | 8.0         | 0         |
| Community Recreation | 0.0         | 0.0         | 1.0         | 1.0         | 0         |
| Indoor Pool Division | 2.0         | 2.0         | 2.0         | 2.0         | 0         |
| War Memorial         | 0.0         | 0.0         | 2.0         | 2.0         | 0         |
| Child Care Division  | 3.0         | 3.0         | 3.0         | 3.0         | 0         |
| Athletics Division   | 2.0         | 2.0         | 2.0         | 2.0         | 0         |
| <b>Total</b>         | <b>23.0</b> | <b>23.0</b> | <b>23.0</b> | <b>23.0</b> | <b>0</b>  |

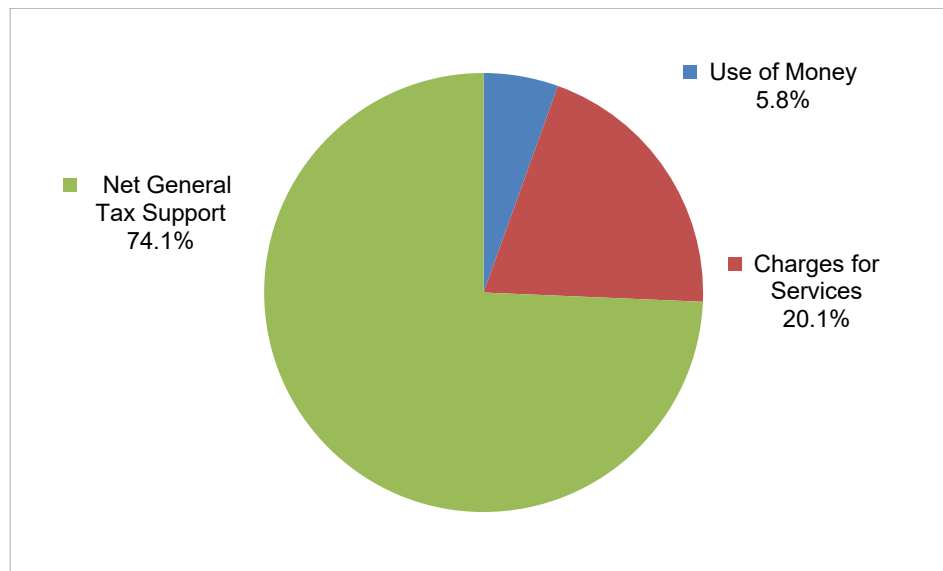


## Parks, Recreation & Cultural – Parks & Recreation

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

| <b>Revenue Sources</b>         | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Use of Money                   | 174,850                   | 156,943                   | 175,000                                | 175,000                               | -                                       |
| Charges for Services           | 570,290                   | 552,661                   | 606,900                                | 606,900                               | -                                       |
| Miscellaneous Revenue          | 27,675                    | -                         | -                                      | -                                     | -                                       |
| Recovered Costs                | 1,832                     | 1,341                     | -                                      | -                                     | -                                       |
| Federal Revenue                | 5,382                     | 3,387                     | 4,000                                  | 4,000                                 | -                                       |
| Subtotal Designated Revenue    | 780,029                   | 714,332                   | 785,900                                | 785,900                               | -                                       |
| <b>Net General Tax Support</b> | <b>1,659,794</b>          | <b>1,814,441</b>          | <b>2,164,400</b>                       | <b>2,249,500</b>                      | <b>85,100</b>                           |

### **FY 2020 Revenue Sources**

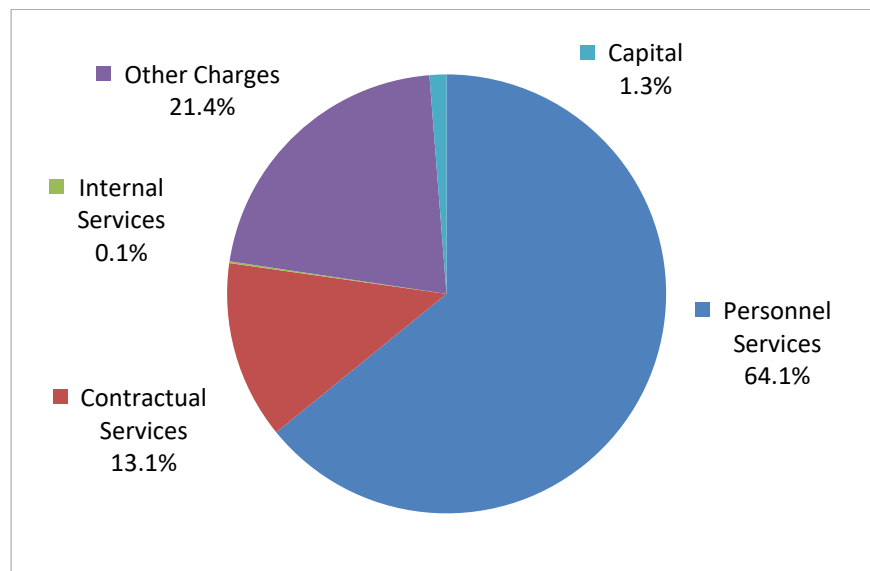


## Parks, Recreation & Cultural – Parks & Recreation

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

| <b>Expenditure by Classification</b> | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Personnel Services                   | 1,502,499                 | 1,656,321                 | 1,815,600                              | 1,946,700                             | 131,100                                 |
| Contractual Services                 | 349,002                   | 289,253                   | 487,650                                | 398,050                               | (89,600)                                |
| Internal Services                    | 7,706                     | 3,759                     | 5,000                                  | 4,000                                 | (1,000)                                 |
| Other Charges                        | 563,605                   | 505,307                   | 642,050                                | 648,650                               | 6,600                                   |
| Capital                              | 17,011                    | 74,133                    | -                                      | 38,000                                | 38,000                                  |
| <b>TOTAL EXPENDITURES</b>            | <b>2,439,823</b>          | <b>2,528,773</b>          | <b>2,950,300</b>                       | <b>3,035,400</b>                      | <b>85,100</b>                           |

### **FY 2020 Expenditures by Classifications**



| <b>Expenditure by Division</b> | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|--------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Parks Supervision              | 405,058                   | 452,722                   | 385,800                                | 409,400                               | 23,600                                  |
| Special Events Trolley         | 4,066                     | 2,431                     | 96,700                                 | 103,800                               | 7,100                                   |
| Parks Maintenance              | 778,516                   | 859,640                   | 907,750                                | 927,600                               | 19,850                                  |
| Community Recreation           | 25,496                    | 38,547                    | 80,750                                 | 95,600                                | 14,850                                  |
| Outdoor Swimming Pool          | 166,586                   | 125,930                   | 172,800                                | 206,800                               | 34,000                                  |
| Indoor Swimming Pool           | 269,812                   | 262,494                   | 321,200                                | 288,200                               | (33,000)                                |
| War Memorial & Additions       | 386,166                   | 380,177                   | 481,400                                | 485,900                               | 4,500                                   |
| School Age Child Care          | 229,989                   | 238,221                   | 277,800                                | 283,600                               | 5,800                                   |
| Athletic Programs              | 174,134                   | 168,611                   | 226,100                                | 234,500                               | 8,400                                   |
| <b>TOTAL EXPENDITURES</b>      | <b>2,439,823</b>          | <b>2,528,773</b>          | <b>2,950,300</b>                       | <b>3,035,400</b>                      | <b>85,100</b>                           |



## Parks, Recreation & Cultural – Parks & Recreation

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

| <b>EXPENDITURES</b>          | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| <b>SUPERVISION</b>           |                           |                           |  |                                       |   |
| Regular                      | 242,604                   | 284,213                   | 239,374                                | 254,837                               | 15,463                                  |
| Overtime                     | 2,298                     | 4,098                     | 500                                    | 500                                   | -                                       |
| Part-time Non-Classified     | 1,035                     | -                         | -                                      | -                                     | -                                       |
| FICA                         | 18,557                    | 22,069                    | 18,012                                 | 19,159                                | 1,147                                   |
| VRS-Employer                 | 21,811                    | 27,853                    | 21,766                                 | 22,910                                | 1,144                                   |
| Insurance-Employer           | 2,976                     | 3,806                     | 3,136                                  | 3,338                                 | 22                                      |
| VA Local Disability Plan     | 20                        | 546                       | 567                                    | 671                                   | 104                                     |
| Worker's Compensation        | 3,153                     | 4,325                     | 3,744                                  | 3,978                                 | 234                                     |
| Benefits Admin Fee           | 141                       | 201                       | 144                                    | 144                                   | -                                       |
| Employee Benefits            | 27,394                    | 33,957                    | 22,768                                 | 26,557                                | 3,789                                   |
| VRS Health Insurance Credit  | 295                       | 377                       | 289                                    | 306                                   | 17                                      |
| PERSONNEL                    | 320,284                   | 381,445                   | 310,300                                | 332,400                               | 22,100                                  |
| Other Professional Services  | 5,890                     | 1,680                     | 6,400                                  | 6,400                                 | -                                       |
| Printing & Binding           | 24,610                    | 24,141                    | 24,000                                 | 24,000                                | -                                       |
| Local Media                  | 415                       | 1,270                     | 2,900                                  | 2,900                                 | -                                       |
| CONTRACTUAL SERV             | 30,915                    | 27,091                    | 33,300                                 | 33,300                                | -                                       |
| Postal Services              | 13,543                    | 5,959                     | 7,900                                  | 7,900                                 | -                                       |
| Telecommunications           | 1,248                     | 53                        | -                                      | 1,500                                 | 1,500                                   |
| Office Equipment Rental      | 5,496                     | 6,377                     | 6,500                                  | 6,500                                 | -                                       |
| Mileage                      | 851                       | 1,860                     | 200                                    | 200                                   | -                                       |
| Travel & Training            | 3,278                     | 1,913                     | 2,000                                  | 2,000                                 | -                                       |
| Other Payments/Contributions | 2,000                     | 2,000                     | 2,000                                  | 2,000                                 | -                                       |
| Dues & Memberships           | 2,967                     | 934                       | 1,400                                  | 1,400                                 | -                                       |
| Miscellaneous Charges & Fees | 15,678                    | 15,382                    | 11,800                                 | 11,800                                | -                                       |
| Office Supplies              | 3,104                     | 3,835                     | 4,800                                  | 4,800                                 | -                                       |
| Food & Food Service          | 537                       | 271                       | 400                                    | 400                                   | -                                       |
| Books & Subscriptions        | 472                       | 777                       | 500                                    | 500                                   | -                                       |
| Other Operating Supplies     | 4,685                     | 4,664                     | 4,700                                  | 4,700                                 | -                                       |
| Computer Hardware/Software   | -                         | 161                       | -                                      | -                                     | -                                       |
| OTHER CHARGES                | 53,859                    | 44,186                    | 42,200                                 | 43,700                                | 1,500                                   |
| <b>TOTAL SUPERVISION</b>     | <b>405,058</b>            | <b>452,722</b>            | <b>385,800</b>                         | <b>409,400</b>                        | <b>23,600</b>                           |

# Parks, Recreation & Cultural – Parks & Recreation

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

| <b>EXPENDITURES</b>           | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|-------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| <b>SPECIAL EVENTS</b>         |                           |                           |  |                                       |   |
| Regular                       | -                         | -                         | 47,195                                 | 48,525                                | 1,330                                   |
| Part-time                     | 560                       | 463                       | 4,300                                  | 4,300                                 | -                                       |
| FICA                          | 40                        | 35                        | 3,525                                  | 3,775                                 | 250                                     |
| VRS-Employer                  | 4                         | -                         | 4,521                                  | 4,362                                 | (159)                                   |
| Insurance-Employer            | -                         | -                         | 618                                    | 636                                   | 18                                      |
| Worker's Compensation         | 14                        | 12                        | 923                                    | 980                                   | 57                                      |
| Benefits Admin Fee            | -                         | -                         | 36                                     | 36                                    | -                                       |
| Employee Benefits             | -                         | -                         | 9,926                                  | 11,627                                | 1,701                                   |
| VRS Health Insurance Credit   | -                         | -                         | 56                                     | 59                                    | 3                                       |
| PERSONNEL                     | 618                       | 510                       | 71,100                                 | 74,300                                | 3,200                                   |
| Other Professional Services   | -                         | -                         | 7,600                                  | 9,000                                 | 1,400                                   |
| Vehicle Repairs & Maintenance | -                         | -                         | 2,000                                  | -                                     | (2,000)                                 |
| CONTRACTUAL SERV              | -                         | -                         | 9,600                                  | 9,000                                 | (600)                                   |
| Fleet Maintenance/Fuel        | 123                       | 129                       | 1,000                                  | 500                                   | (500)                                   |
| Fleet Maintenance/Parts       | 581                       | 75                        | 1,000                                  | 1,000                                 | -                                       |
| Fleet Maintenance /Labor      | 2,744                     | 1,717                     | 3,000                                  | 2,500                                 | (500)                                   |
| INTERNAL SERVICES             | 3,448                     | 1,921                     | 5,000                                  | 4,000                                 | (1,000)                                 |
| Postal Services               | -                         | -                         | 100                                    | 100                                   | -                                       |
| Training & Education          | -                         | -                         | 2,500                                  | 1,500                                 | (1,000)                                 |
| Dues & Assoc Memberships      | -                         | -                         | 200                                    | 200                                   | -                                       |
| Food & Food Service           | -                         | -                         | -                                      | 500                                   | 500                                     |
| Vehicle/Equipment Supplies    | -                         | -                         | 500                                    | -                                     | (500)                                   |
| Other Operating Supplies      | -                         | -                         | 7,700                                  | 14,200                                | 6,500                                   |
| OTHER CHARGES                 | -                         | -                         | 11,000                                 | 16,500                                | 5,500                                   |
| <b>TOTAL SPECIAL EVENTS</b>   | <b>4,066</b>              | <b>2,431</b>              | <b>96,700</b>                          | <b>103,800</b>                        | <b>7,100</b>                            |
| <b>MAINTENANCE</b>            |                           |                           |  |                                       |   |
| Regular                       | 282,930                   | 323,677                   | 286,109                                | 299,357                               | 13,248                                  |
| Overtime                      | 6,343                     | 5,812                     | 10,000                                 | 10,000                                | -                                       |
| Part-time Non-Classified      | 49,430                    | 49,819                    | 65,000                                 | 65,000                                | -                                       |
| FICA                          | 25,591                    | 28,799                    | 27,955                                 | 28,514                                | 559                                     |
| VRS-Employer                  | 25,500                    | 30,894                    | 25,907                                 | 26,912                                | 1,005                                   |
| Retirees                      | 4,068                     | -                         | -                                      | -                                     | -                                       |
| Insurance-Employer            | 3,480                     | 4,220                     | 3,748                                  | 3,921                                 | 173                                     |
| VA Local Disability Plan      | 324                       | 502                       | 759                                    | 735                                   | (24)                                    |
| Worker's Compensation         | 7,153                     | 8,986                     | 8,962                                  | 9,221                                 | 259                                     |
| Flex Benefits - Admin Fee     | 296                       | 354                       | 288                                    | 288                                   | -                                       |
| Flex Benefits - Employee      | 53,065                    | 62,612                    | 56,428                                 | 66,094                                | 9,666                                   |
| VRS Health Insurance Credit   | 345                       | 418                       | 344                                    | 358                                   | 14                                      |
| PERSONNEL                     | 458,525                   | 516,093                   | 485,500                                | 510,400                               | 24,900                                  |

# Parks, Recreation & Cultural – Parks & Recreation

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

| <b>EXPENDITURES</b>                   | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|---------------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| <b><i>Maintenance - continued</i></b> |                           |                           |  |                                       |   |
| Other Professional Services           | -                         | 985                       | 1,800                                  | 1,800                                 | -                                       |
| Repairs & Maintenance                 | 65,317                    | 66,245                    | 116,950                                | 81,950                                | (35,000)                                |
| Landscaping                           | -                         | -                         | 3,000                                  | 3,000                                 | -                                       |
| Vehicle Repair & Maintenance          | 12,287                    | 7,600                     | 24,350                                 | 24,350                                | -                                       |
| Printing & Binding                    | 138                       | -                         | 1,000                                  | 1,000                                 | -                                       |
| Sanitary Landfill Usage               | 2,199                     | 2,098                     | 4,500                                  | 4,500                                 | -                                       |
| Refuse Service                        | 5,249                     | 4,875                     | 5,000                                  | 5,000                                 | -                                       |
| CONTRACTUAL SERV                      | 85,190                    | 81,803                    | 156,600                                | 121,600                               | (35,000)                                |
| Fleet Maintenance/Fuel                | 21                        | 161                       | -                                      | -                                     | -                                       |
| Fleet Maintenance/Parts               | 336                       | 892                       | -                                      | -                                     | -                                       |
| Fleet Maintenance /Labor              | 3,901                     | 785                       | -                                      | -                                     | -                                       |
| INTERNAL SERVICES                     | 4,258                     | 1,838                     | -                                      | -                                     | -                                       |
| Electrical Services                   | 76,607                    | 75,361                    | 85,000                                 | 85,000                                | -                                       |
| Heating Services                      | 2,691                     | 3,135                     | 2,200                                  | 2,200                                 | -                                       |
| Telecommunications                    | 5,693                     | 2,798                     | 3,200                                  | 3,200                                 | -                                       |
| Property Insurance                    | 16,288                    | 13,829                    | 16,000                                 | 16,000                                | -                                       |
| Motor Vehicle Insurance               | 4,389                     | 4,491                     | 7,500                                  | 7,500                                 | -                                       |
| Equipment Rental                      | 14,375                    | 9,791                     | 10,950                                 | 10,950                                | -                                       |
| Travel & Training                     | 587                       | 280                       | 4,350                                  | 4,350                                 | -                                       |
| Dues & Memberships                    | -                         | 547                       | 150                                    | 1,000                                 | 850                                     |
| Miscellaneous Charges & Fees          | 30                        | -                         | 100                                    | -                                     | (100)                                   |
| Food & Food Service                   | 11                        | -                         | 500                                    | 500                                   | -                                       |
| Landscaping/Agricultural              | 10,511                    | 20,194                    | 40,000                                 | 37,300                                | (2,700)                                 |
| Medical & Laboratory                  | -                         | -                         | 250                                    | 250                                   | -                                       |
| Laundry & Janitorial Services         | 9,244                     | 6,516                     | 7,000                                  | 7,000                                 | -                                       |
| Building Repair & Maintenance         | 22,864                    | 16,625                    | 30,750                                 | 30,750                                | -                                       |
| Vehicle & Equipment Fuels             | 14,736                    | 16,753                    | 17,000                                 | 17,000                                | -                                       |
| Vehicle & Equipment                   | 8,622                     | 5,515                     | 10,000                                 | 10,000                                | -                                       |
| Uniforms & Apparel                    | 1,430                     | 2,863                     | 3,500                                  | 4,500                                 | 1,000                                   |
| Other Operating Supplies              | 25,263                    | 7,075                     | 27,200                                 | 20,100                                | (7,100)                                 |
| Chemicals                             | 191                       | -                         | -                                      | -                                     | -                                       |
| OTHER CHARGES                         | 213,532                   | 185,773                   | 265,650                                | 257,600                               | (8,050)                                 |
| Motor Vehicle & Equipment             | -                         | 21,902                    | -                                      | 38,000                                | 38,000                                  |
| Machinery & Equipment                 | 17,011                    | 52,231                    | -                                      | -                                     | -                                       |
| CAPITAL                               | 17,011                    | 74,133                    | -                                      | 38,000                                | 38,000                                  |
| <b>TOTAL MAINTENANCE</b>              | <b>778,516</b>            | <b>859,640</b>            | <b>907,750</b>                         | <b>927,600</b>                        | <b>19,850</b>                           |

# Parks, Recreation & Cultural – Parks & Recreation

## Expenditure Detail - continued:

| EXPENDITURES                                   | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>COMMUNITY REC PROGRAMS</b>                  |                   |                   |                               |                              |                                |
| Regular  | -                 | -                 | 33,797                        | 42,723                       | 8,926                          |
| Part-time Non-classified                       | 1,088             | 526               | 1,800                         | 1,800                        | -                              |
| FICA   | 83                | 40                | 2,142                         | 3,372                        | 1,230                          |
| VRS-Employer                                   | -                 | -                 | 3,039                         | 3,841                        | 802                            |
| Insurance-Employer                             | -                 | -                 | 443                           | 560                          | 117                            |
| VA Local Disability Plan                       | -                 | -                 | 244                           | 307                          | 63                             |
| Worker's Compensation                          | 21                | 10                | 57                            | 69                           | 12                             |
| Flex Benefits - Admin Fee                      | -                 | -                 | 36                            | 36                           | -                              |
| Flex Benefits - Employee                       | -                 | -                 | 6,100                         | 7,140                        | 1,040                          |
| VRS Health Insurance Credit                    | -                 | -                 | 42                            | 52                           | 10                             |
| PERSONNEL                                      | 1,192             | 576               | 47,700                        | 59,900                       | 12,200                         |
| Other Professional Services                    | 9,000             | 5,012             | -                             | -                            | -                              |
| Instructors                                    | 11,716            | 17,572            | 19,300                        | 22,000                       | 2,700                          |
| CONTRACTUAL SERV                               | 20,716            | 22,584            | 19,300                        | 22,000                       | 2,700                          |
| Postal Services                                | -                 | 98                | -                             | -                            | -                              |
| Mileage & Transportation                       | -                 | 122               | -                             | -                            | -                              |
| Training & Education                           | -                 | 448               | 2,000                         | 2,000                        | -                              |
| Dues & Memberships                             | -                 | -                 | 200                           | 850                          | 650                            |
| Miscellaneous Charges & Fees                   | 15                | 708               | -                             | -                            | -                              |
| Office Supplies                                | 86                | 12                | -                             | -                            | -                              |
| Food & Food Service                            | 138               | 590               | 1,200                         | 1,200                        | -                              |
| Uniforms & Apparel                             | -                 | 153               | 200                           | 200                          | -                              |
| Other Operating Supplies                       | 3,224             | 13,117            | 9,900                         | 9,250                        | (650)                          |
| Arts & Crafts Supplies                         | 125               | 49                | -                             | -                            | -                              |
| Awards, Plaques, Other                         | -                 | 90                | 250                           | 200                          | (50)                           |
| OTHER CHARGES                                  | 3,588             | 15,387            | 13,750                        | 13,700                       | (50)                           |
| <b>TOTAL COMMUNITY<br/>RECREATION PROGRAMS</b> | <b>25,496</b>     | <b>38,547</b>     | <b>80,750</b>                 | <b>95,600</b>                | <b>14,850</b>                  |
| <b>OUTDOOR SWIMMING POOL</b>                   |                   |                   |                               |                              |                                |
| Overtime                                       | 1,692             | 1,285             | -                             | -                            | -                              |
| Part-time Non-classified                       | 44,065            | 64,861            | 59,467                        | 90,800                       | 31,333                         |
| FICA   | 3,519             | 5,036             | 4,484                         | 6,689                        | 2,205                          |
| Worker's Compensation                          | 827               | 1,200             | 1,049                         | 1,511                        | 462                            |
| PERSONNEL                                      | 50,103            | 72,382            | 65,000                        | 99,000                       | 34,000                         |
| Repairs & Maintenance                          | 68,729            | 20,825            | 52,500                        | 52,500                       | -                              |
| Printing & Binding                             | -                 | 166               | -                             | -                            | -                              |
| Local Media                                    | 750               | -                 | -                             | -                            | -                              |
| CONTRACTUAL SERV                               | 69,479            | 20,991            | 52,500                        | 52,500                       | -                              |

## Parks, Recreation & Cultural – Parks & Recreation

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

| <b>EXPENDITURES</b>                    | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|--|---------------------------|---------------------------|--|---------------------------------------|---|
| <b><i>Outdoor Pool - continued</i></b> |                           |                           |  |                                       |   |
| Electrical Service                     | 12,451                    | 11,828                    | 10,500                                 | 13,000                                | 2,500                                   |
| Equipment Rental                       | 36                        | 36                        | -                                      | -                                     | -                                       |
| Miscellaneous Charges & Fees           | -                         | 251                       | -                                      | -                                     | -                                       |
| Food & Food Service                    | 582                       | 424                       | -                                      | -                                     | -                                       |
| Medical & Laboratory                   | 243                       | 190                       | 50                                     | 50                                    | -                                       |
| Laundry & Janitorial                   | 1,121                     | 1,943                     | 1,100                                  | 1,100                                 | -                                       |
| Repair & Maintenance                   | 4,391                     | 1,304                     | 13,000                                 | 13,000                                | -                                       |
| Uniforms & Apparel                     | 347                       | -                         | 2,500                                  | 2,500                                 | -                                       |
| Other Operating Supplies               | 12,844                    | 3,829                     | 15,150                                 | 12,650                                | (2,500)                                 |
| Chemicals                              | 14,989                    | 12,752                    | 13,000                                 | 13,000                                | -                                       |
| OTHER CHARGES                          | 47,004                    | 32,557                    | 55,300                                 | 55,300                                | -                                       |
| <b>TOTAL OUTDOOR POOL</b>              | <b>166,586</b>            | <b>125,930</b>            | <b>172,800</b>                         | <b>206,800</b>                        | <b>34,000</b>                           |
| <b><i>INDOOR SWIMMING POOL</i></b>     |                           |                           |  |                                       |   |
| Regular                                | 69,746                    | 60,226                    | 77,451                                 | 71,359                                | (6,092)                                 |
| Overtime                               | 11,695                    | 3,184                     | -                                      | -                                     | -                                       |
| Part-time Non-classified               | 103,143                   | 98,971                    | 73,407                                 | 92,600                                | 19,193                                  |
| FICA                                   | 14,043                    | 12,348                    | 11,878                                 | 12,987                                | 1,109                                   |
| VRS-Employer                           | 6,662                     | 5,807                     | 7,214                                  | 6,415                                 | (799)                                   |
| Insurance-Employer                     | 909                       | 793                       | 1,015                                  | 935                                   | (80)                                    |
| VA Local Disability Plan               | 412                       | 360                       | 557                                    | 514                                   | (43)                                    |
| Worker's Compensation                  | 3,279                     | 3,044                     | 2,822                                  | 3,446                                 | 624                                     |
| Benefits Admin Fee                     | 69                        | 58                        | 72                                     | 72                                    | -                                       |
| Employee Benefits                      | 8,902                     | 9,074                     | 12,192                                 | 14,280                                | 2,088                                   |
| VRS Health Insurance Credit            | 90                        | 79                        | 92                                     | 92                                    | -                                       |
| PERSONNEL                              | 218,950                   | 193,944                   | 186,700                                | 202,700                               | 16,000                                  |
| Training/Education                     | 3,393                     | 5,869                     | 3,600                                  | 3,600                                 | -                                       |
| Instructors                            | 12,284                    | 14,752                    | 7,700                                  | 10,000                                | 2,300                                   |
| Repairs & Maintenance                  | 19,585                    | 30,212                    | 97,500                                 | 48,500                                | (49,000)                                |
| CONTRACTUAL SERV                       | 35,262                    | 50,833                    | 108,800                                | 62,100                                | (46,700)                                |
| Telecommunications                     | 1,261                     | 105                       | -                                      | -                                     | -                                       |
| Mileage & Transportation               | -                         | 64                        | -                                      | -                                     | -                                       |
| Travel & Training                      | 520                       | 69                        | 3,100                                  | 3,100                                 | -                                       |
| Dues & Memberships                     | 80                        | -                         | 400                                    | 400                                   | -                                       |
| Food & Food Service                    | 157                       | 26                        | 400                                    | 400                                   | -                                       |
| Medical & Laboratory                   | 376                       | 38                        | 400                                    | 400                                   | -                                       |
| Laundry & Janitorial                   | 64                        | 768                       | 400                                    | 400                                   | -                                       |
| Building Repair & Maintenance          | 1,349                     | 5,997                     | 3,000                                  | 3,000                                 | -                                       |

# Parks, Recreation & Cultural – Parks & Recreation

## Expenditure Detail - continued:

| EXPENDITURES                        | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>WAR MEMORIAL &amp; ADDITIONS</b> |                   |                   |                               |                              |                                |
| Uniforms & Apparel                  | 1,121             | 697               | 1,800                         | 1,800                        | -                              |
| Books & Subscriptions               | 99                | 1,843             | -                             | -                            | -                              |
| Other Operating Supplies            | 6,845             | 3,901             | 10,700                        | 8,400                        | (2,300)                        |
| Chemicals                           | 3,728             | 4,209             | 5,500                         | 5,500                        | -                              |
| OTHER CHARGES                       | 15,600            | 17,717            | 25,700                        | 23,400                       | (2,300)                        |
| <b>TOTAL INDOOR POOL</b>            | <b>269,812</b>    | <b>262,494</b>    | <b>321,200</b>                | <b>288,200</b>               | <b>(33,000)</b>                |
| <b>WAR MEMORIAL &amp; ADDITIONS</b> |                   |                   |                               |                              |                                |
| Regular                             | 32                | 594               | 58,864                        | 60,630                       | 1,766                          |
| Overtime                            | 150               | 177               | -                             | -                            | -                              |
| Part-time Classified                | 43,385            | 44,437            | 52,256                        | 47,000                       | (5,256)                        |
| Part-time Non-classified            | 77,252            | 86,735            | 95,100                        | 99,800                       | 4,700                          |
| FICA                                | 8,886             | 9,399             | 14,770                        | 15,047                       | 277                            |
| VRS-Employer                        | -                 | -                 | 4,535                         | 5,451                        | 916                            |
| Insurance-Employer                  | -                 | -                 | 751                           | 794                          | 43                             |
| State Unemployment Tax              | -                 | 5                 | -                             | -                            | -                              |
| Worker's Compensation               | 1,991             | 2,314             | 3,582                         | 3,620                        | 38                             |
| Benefits Admin Fee                  | 69                | 72                | 144                           | 144                          | -                              |
| Employee Benefits                   | 3,572             | 9,435             | 21,626                        | 23,714                       | 2,088                          |
| VRS Health Insurance Credit         | -                 | -                 | 72                            | -                            | (72)                           |
| PERSONNEL                           | 135,337           | 153,168           | 251,700                       | 256,200                      | 4,500                          |
| Instructors                         | 5,558             | 7,593             | -                             | -                            | -                              |
| Repairs & Maintenance               | 89,802            | 66,597            | 81,400                        | 71,400                       | (10,000)                       |
| Printing & Binding                  | 283               | -                 | -                             | -                            | -                              |
| CONTRACTUAL SERV                    | 95,643            | 74,190            | 81,400                        | 71,400                       | (10,000)                       |
| Electrical Services                 | 78,421            | 83,424            | 75,375                        | 75,375                       | -                              |
| Heating Services                    | 32,393            | 29,150            | 30,000                        | 30,000                       | -                              |
| Telecommunications                  | 7,327             | 8,144             | 6,250                         | 6,250                        | -                              |
| General Liability Insurance         | 5,431             | 6,077             | 5,500                         | 5,500                        | -                              |
| Equipment Rental                    | 102               | 81                | 500                           | 500                          | -                              |
| Training & Education                | -                 | 168               | 3,000                         | 3,000                        | -                              |
| Dues & Memberships                  | -                 | -                 | 75                            | 75                           | -                              |
| Office Supplies                     | -                 | 264               | -                             | -                            | -                              |
| Food & Food Service                 | -                 | 401               | 200                           | 200                          | -                              |
| Medical & Laboratory                | 24                | 21                | 200                           | 200                          | -                              |
| Laundry & Janitorial Services       | 11,140            | 14,444            | 12,500                        | 12,500                       | -                              |
| Building Repair & Maintenance       | 2,675             | 5,195             | 5,000                         | 5,000                        | -                              |

# Parks, Recreation & Cultural – Parks & Recreation

## Expenditure Detail - continued:

| EXPENDITURES                                    | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>WAR MEMORIAL &amp; ADDITIONS - continued</b> |                   |                   |                               |                              |                                |
| Uniforms & Apparel                              | 381               | 519               | 500                           | 500                          | -                              |
| Books & Subscriptions                           | -                 | 106               | 200                           | 200                          | -                              |
| Other Operating Supplies                        | 17,187            | 4,698             | 7,500                         | 17,500                       | 10,000                         |
| Merchandise for Resale                          | 105               | 127               | 1,500                         | 1,500                        | -                              |
| OTHER CHARGES                                   | 155,186           | 152,819           | 148,300                       | 158,300                      | 10,000                         |
| <b>TOTAL WAR MEMORIAL</b>                       | <b>386,166</b>    | <b>380,177</b>    | <b>481,400</b>                | <b>485,900</b>               | <b>4,500</b>                   |
| <b>SCHOOL AGE CHILD CARE</b>                    |                   |                   |                               |                              |                                |
| Regular   | 108,791           | 112,244           | 130,697                       | 134,265                      | 3,568                          |
| Overtime  | 1,527             | 2,625             | -                             | -                            | -                              |
| Part-time Non-classified                        | 40,707            | 48,613            | 61,500                        | 66,000                       | 4,500                          |
| FICA  | 11,444            | 12,404            | 14,511                        | 15,211                       | 700                            |
| VRS-Employer                                    | 10,031            | 10,722            | 11,732                        | 12,084                       | 352                            |
| Insurance-Employer                              | 1,369             | 1,465             | 1,709                         | 1,731                        | 22                             |
| Worker's Compensation                           | 2,575             | 2,899             | 3,108                         | 3,812                        | 704                            |
| Benefits Admin Fee                              | 104               | 108               | 144                           | 108                          | (36)                           |
| Employee Benefits                               | 12,184            | 12,038            | 18,942                        | 14,930                       | (4,012)                        |
| VRS Health Insurance Credit                     | 136               | 145               | 157                           | 159                          | 2                              |
| PERSONNEL                                       | 188,868           | 203,263           | 242,500                       | 248,300                      | 5,800                          |
| Other Professional Services                     | 350               | 200               | 1,000                         | 1,000                        | -                              |
| CONTRACTUAL SERV                                | 350               | 200               | 1,000                         | 1,000                        | -                              |
| Mileage & Transportation                        | 1,113             | 2,026             | 1,100                         | 1,100                        | -                              |
| Travel & Training                               | 2,270             | 1,586             | 5,300                         | 4,000                        | (1,300)                        |
| Dues & Memberships                              | 110               | 120               | 300                           | 300                          | -                              |
| Parks & Rec Activities                          | 4,784             | 3,626             | 5,000                         | 4,500                        | (500)                          |
| Miscellaneous Charges & Fees                    | -                 | -                 | 100                           | 100                          | -                              |
| Food & Food Services                            | 9,434             | 8,672             | 13,000                        | 11,000                       | (2,000)                        |
| Medical & Laboratory                            | 215               | 41                | 300                           | 300                          | -                              |
| Laundry & Janitorial Services                   | 79                | 135               | 300                           | 300                          | -                              |
| Uniforms & Apparel                              | 2,115             | 2,337             | 2,000                         | 2,000                        | -                              |
| Other Operating Supplies                        | 19,845            | 15,014            | 6,000                         | 9,000                        | 3,000                          |
| Merchandise for Resale                          | -                 | -                 | -                             | 800                          | 800                            |
| Arts & Crafts Supplies                          | 806               | 1,108             | 800                           | 800                          | -                              |
| Awards, Plaques, Other                          | -                 | 93                | 100                           | 100                          | -                              |
| OTHER CHARGES                                   | 40,771            | 34,758            | 34,300                        | 34,300                       | -                              |
| <b>TOTAL CHILD CARE</b>                         | <b>229,989</b>    | <b>238,221</b>    | <b>277,800</b>                | <b>283,600</b>               | <b>5,800</b>                   |

# Parks, Recreation & Cultural – Parks & Recreation

## Expenditure Detail - continued:

| EXPENDITURES                            | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>ATHLETIC PROGRAMS</b>                |                   |                   |                               |                              |                                |
| Regular                                 | 80,691            | 82,854            | 92,633                        | 94,486                       | 1,853                          |
| Overtime                                | 3,110             | 2,490             | -                             | -                            | -                              |
| Part-time Non-classified                | 7,912             | 10,676            | 19,900                        | 19,900                       | -                              |
| FICA                                    | 5,819             | 6,119             | 7,346                         | 7,769                        | 423                            |
| VRS-Employer                            | 7,408             | 7,940             | 8,560                         | 8,496                        | (64)                           |
| Insurance-Employer                      | 1,017             | 1,084             | 1,193                         | 1,237                        | 44                             |
| Va Local Disability Plan                | 212               | 226               | 346                           | 359                          | 13                             |
| Worker's Compensation                   | 1,625             | 1,797             | 1,889                         | 2,142                        | 253                            |
| Benefits Admin Fee                      | 69                | 72                | 72                            | 72                           | -                              |
| Employee Benefits                       | 20,658            | 21,575            | 23,050                        | 28,926                       | 5,876                          |
| VRS Health Insurance Credit             | 101               | 107               | 111                           | 113                          | 2                              |
| PERSONNEL                               | 128,622           | 134,940           | 155,100                       | 163,500                      | 8,400                          |
| Instructors                             | 11,447            | 11,561            | 25,150                        | 25,150                       | -                              |
| CONTRACTUAL SERV                        | 11,447            | 11,561            | 25,150                        | 25,150                       | -                              |
| Telecommunications                      | 174               | 53                | -                             | -                            | -                              |
| Mileage & Transportation                | 85                | 2,278             | 1,050                         | 2,750                        | 1,700                          |
| Travel & Training                       | 3,088             | 134               | 4,460                         | 2,760                        | (1,700)                        |
| Dues & Memberships                      | 35                | 155               | 205                           | 205                          | -                              |
| Parks & Rec Activities                  | 16,283            | 3,287             | 13,050                        | 13,050                       | -                              |
| Food & Food Service                     | 388               | 278               | 825                           | 825                          | -                              |
| Medical & Laboratory                    | -                 | 93                | 200                           | 200                          | -                              |
| Uniforms & Apparel                      | 3,456             | 4,576             | 9,000                         | 9,000                        | -                              |
| Other Operating Supplies                | 9,798             | 9,910             | 14,060                        | 14,060                       | -                              |
| Awards, Plaques, Other                  | 758               | 1,346             | 3,000                         | 3,000                        | -                              |
| OTHER CHARGES                           | 34,065            | 22,110            | 45,850                        | 45,850                       | -                              |
| <b>TOTAL ATHLETIC<br/>PROGRAMS</b>      | <b>174,134</b>    | <b>168,611</b>    | <b>226,100</b>                | <b>234,500</b>               | <b>8,400</b>                   |
| <b>TOTAL PARKS &amp;<br/>RECREATION</b> | <b>2,439,823</b>  | <b>2,528,773</b>  | <b>2,950,300</b>              | <b>3,035,400</b>             | <b>85,100</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:***

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- Continue efforts to update of the Comprehensive Plan, last updated on a complete basis in 2011 and partially updated in 2014.
- Assist with planning and implementation of the final segments 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.
- Ensure continuous gateway improvement within Corridor Enhancement (CE) Districts as called out in the adopted Comprehensive Plan and Strategic Plan.
- Promote historic preservation consistent with recently updated Historic Winchester District Design Guidelines.
- Continue improving information services, including an updated street addressing master list.

## Community Development - Planning

### Performance Measures:

| Indicators  | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Estimated | 2020<br>Projected |
|---|----------------|----------------|----------------|-------------------|-------------------|
| <b>Measures</b>                                       |                |                |                |                   |                   |
| Planning Commission meetings, work sessions, retreats | 22             | 24             | 24             | 26                | 24                |
| Site Plan reviews                                     | 50             | 48             | 57             | 52                | 52                |
| Re-zonings, CUP's and text amendments                 | 23             | 26             | 25             | 26                | 25                |
| Corridor enhancement reviews                          | 64             | 61             | 59             | 63                | 64                |

### Expenditure Summary:

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 236,609           | 231,059           | 242,500                       | 256,700                      | 14,200                         |
| Contractual Services          | 9,532             | 6,134             | 19,900                        | 18,100                       | (1,800)                        |
| Internal Services             | 365               | 579               | 600                           | 600                          | -                              |
| Other Charges                 | 5,425             | 5,241             | 8,100                         | 8,800                        | 700                            |
| <b>TOTAL EXPENDITURES</b>     | <b>251,931</b>    | <b>243,013</b>    | <b>271,100</b>                | <b>284,200</b>               | <b>13,100</b>                  |

### Staffing Summary:

| Full-Time Employees | FY 2017    | FY 2018    | FY 2019    | FY 2020    | Inc/(Dec) |
|---------------------|------------|------------|------------|------------|-----------|
| Planning            | 3.0        | 3.0        | 3.0        | 3.0        | 0         |
| <b>Total</b>        | <b>3.0</b> | <b>3.0</b> | <b>3.0</b> | <b>3.0</b> | <b>0</b>  |

## Community Development - Planning

### Expenditure Detail:

| EXPENDITURES                 | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                      | 181,712           | 178,187           | 187,032                       | 192,666                      | 5,634                          |
| Overtime                     | 154               | 433               | 100                           | 500                          | 400                            |
| Part-time Non-Classified     | -                 | 1,464             | -                             | -                            | -                              |
| FICA                         | 13,200            | 13,220            | 13,664                        | 13,846                       | 182                            |
| VRS-Employer                 | 16,722            | 16,158            | 17,193                        | 17,321                       | 128                            |
| Insurance Employer           | 2,290             | 2,208             | 2,450                         | 2,524                        | 74                             |
| VA Local Disability Plan     | 466               | 390               | 607                           | 632                          | 25                             |
| Worker's Compensation        | 122               | 119               | 128                           | 129                          | 1                              |
| Benefits Admin Fee           | 98                | 93                | 108                           | 108                          | -                              |
| Employee Benefits            | 21,618            | 18,568            | 20,994                        | 28,743                       | 7,749                          |
| VRS Health Ins Credit        | 227               | 219               | 224                           | 231                          | 7                              |
| PERSONNEL                    | 236,609           | 231,059           | 242,500                       | 256,700                      | 14,200                         |
| Management Consulting        | 2,505             | -                 | 14,000                        | 9,000                        | (5,000)                        |
| Engineering & Architect      | -                 | -                 | -                             | -                            | -                              |
| Other Professional Services  | -                 | 663               | 900                           | 3,900                        | 3,000                          |
| Printing & Binding           | 778               | 466               | 400                           | 600                          | 200                            |
| Local Media                  | 6,249             | 5,005             | 4,600                         | 4,600                        | -                              |
| CONTRACTUAL SERV             | 9,532             | 6,134             | 19,900                        | 18,100                       | (1,800)                        |
| Copier Charges               | 365               | 579               | 600                           | 600                          | -                              |
| INTERNAL SERVICES            | 365               | 579               | 600                           | 600                          | -                              |
| Postal Services              | 672               | 432               | 900                           | 900                          | -                              |
| Telecommunications           | 1,110             | 120               | -                             | -                            | -                              |
| Mileage & Transportation     | 338               | 510               | 1,200                         | 1,200                        | -                              |
| Travel & Training            | 2,091             | 1,031             | 3,200                         | 3,700                        | 500                            |
| Dues & Memberships           | 853               | 1,085             | 1,000                         | 1,200                        | 200                            |
| Miscellaneous Charges & Fees | 70                | -                 | 100                           | 100                          | -                              |
| Office Supplies              | 105               | 1,454             | 800                           | 800                          | -                              |
| Food & Food Supplies         | 65                | 166               | 400                           | 400                          | -                              |
| Other Operating Supplies     | 121               | 443               | 500                           | 500                          | -                              |
| OTHER CHARGES                | 5,425             | 5,241             | 8,100                         | 8,800                        | 700                            |
| TOTAL PLANNING               | 251,931           | 243,013           | 271,100                       | 284,200                      | 13,100                         |

## Community Development – Redevelopment and Housing (CDBG)

Staff within the Innovation and Information Services Department manages the City's 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 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                     | 20,079            | 16,094            | 19,356                        | 21,403                       | 2,047                          |
| FICA                        | 1,472             | 1,201             | 1,543                         | 1,502                        | (41)                           |
| VRS-Employer                | 1,711             | 1,474             | 1,699                         | 1,924                        | 225                            |
| Insurance Employer          | 233               | 202               | 247                           | 280                          | 33                             |
| Worker's Compensation       | 13                | 11                | 14                            | 14                           | -                              |
| Benefits Admin Fee          | 11                | 8                 | 12                            | 12                           | -                              |
| Employee Benefits           | 2,786             | 2,136             | 2,506                         | 3,139                        | 633                            |
| VRS Health Ins Credit       | 23                | 20                | 23                            | 26                           | 3                              |
| PERSONNEL                   | 26,328            | 21,146            | 25,400                        | 28,300                       | 2,900                          |
| Other Professional Services | -                 | 8,000             | -                             | -                            | -                              |
| Local Media                 | -                 | 135               | 600                           | 600                          | -                              |
| CONTRACTUAL SERV            | -                 | 8,135             | 600                           | 600                          | -                              |
| <b>TOTAL REDEVELOPMENT</b>  | <b>26,328</b>     | <b>29,281</b>     | <b>26,000</b>                 | <b>28,900</b>                | <b>2,900</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. This includes working closely with City Council, the Board of Zoning Appeals, Planning Commission, and other appointed boards and commissions, the citizens of Winchester and the development community to enhance the quality of life of the City of Winchester.

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

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- Encourage sustainable economic growth and partnerships through business and workforce development
- Promote and accelerate revitalization of catalyst sites and other areas throughout the city
- Advance the quality of life for all Winchester residents by increasing cultural, recreational and tourism opportunities; enhance and maintain infrastructure; and promote and improve public safety
- Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation

### ***Departmental Objectives:***

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- Provide a development environment which is transparent, consistent, fair, timely and equitable for all customers (residents, homeowners, contractors, design professionals, developers, etc.).
- Encourage development that provides a range of housing choices.
- Continue promoting redevelopment/development of previously identified catalyst sites as well as redevelopment sites and areas identified in the Strategic Plan.
- Implement a strategy to improve customer service levels resulting in faster and more streamlined permit approvals, answering of citizen inquiries, and resolving zoning violations.
- Update Zoning Ordinance to match Comprehensive Plan, Strategic Plan, and Code of Virginia
- Increase proactive enforcement by conducting walking tours, door-to-door visits, neighborhood civic group meetings, and inspection checklists.
- Update website and improve public awareness, including updating forms and create development guides to make new development and redevelopment projects easier to understand and complete.

## Community Development – Zoning Department

### Performance Measures:

| Indicators  | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Estimated | 2020<br>Projected |
|---|----------------|----------------|----------------|-------------------|-------------------|
| <b>Measures</b>                                     |                |                |                |                   |                   |
| Certificates of Occupancy (Business)                | 263            | 263            | 263            | 225               | 230               |
| Certificates of Occupancy (Home-Based)              | 117            | 115            | 102            | 100               | 100               |
| Zoning Violations                                   | 115            | 270            | 348            | 310               | 300               |
| Zoning Ordinance Text Amendments                    | 3              | 5              | 5              | 4                 | 4                 |
| Historic District - Certificates of Appropriateness | 116            | 135            | 146            | 120               | 120               |
| Board of Zoning Appeals (Variances, Appeals)        | 9              | 11             | 5              | 8                 | 5                 |

### Expenditure Summary:

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 191,466           | 201,362           | 208,700                       | 219,000                      | 10,300                         |
| Contractual Services          | 2,193             | 2,645             | 4,300                         | 4,300                        | -                              |
| Internal Services             | 5,771             | 2,563             | 3,700                         | 3,700                        | -                              |
| Other Charges                 | 7,172             | 7,549             | 11,700                        | 19,000                       | 7,300                          |
| Capital                       | -                 | 21,131            | -                             | -                            | -                              |
| <b>TOTAL EXPENDITURES</b>     | <b>206,602</b>    | <b>235,250</b>    | <b>228,400</b>                | <b>246,000</b>               | <b>17,600</b>                  |

### Staffing Summary:

| Full-Time Employees | FY 2017    | FY 2018    | FY 2019    | FY 2020    | 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>  |

## Community Development – Zoning Department

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

| <b>EXPENDITURES</b>           | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|-------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Regular                       | 141,462                   | 150,275                   | 155,784                                | 160,458                               | 4,674                                   |
| Overtime                      | 114                       | 66                        | 200                                    | 200                                   | -                                       |
| FICA                          | 10,196                    | 10,931                    | 11,643                                 | 11,612                                | (31)                                    |
| VRS-Employer                  | 13,076                    | 14,358                    | 14,007                                 | 14,425                                | 418                                     |
| Insurance Employer            | 1,784                     | 1,962                     | 2,041                                  | 2,102                                 | 61                                      |
| VA Local Disability Plan      | 90                        | 80                        | 140                                    | 152                                   | 12                                      |
| Worker's Compensation         | 95                        | 99                        | 107                                    | 108                                   | 1                                       |
| Benefits Admin Fee            | 80                        | 84                        | 90                                     | 90                                    | -                                       |
| Employee Benefits             | 24,392                    | 23,313                    | 24,499                                 | 29,660                                | 5,161                                   |
| VRS Health Ins Credit         | 177                       | 194                       | 189                                    | 193                                   | 4                                       |
| <b>PERSONNEL</b>              | <b>191,466</b>            | <b>201,362</b>            | <b>208,700</b>                         | <b>219,000</b>                        | <b>10,300</b>                           |
| Vehicle Repairs & Maintenance | -                         | -                         | 100                                    | 100                                   | -                                       |
| Printing & Binding            | 134                       | 142                       | 700                                    | 700                                   | -                                       |
| Local Media                   | 2,059                     | 2,503                     | 3,500                                  | 3,500                                 | -                                       |
| <b>CONTRACTUAL SERV</b>       | <b>2,193</b>              | <b>2,645</b>              | <b>4,300</b>                           | <b>4,300</b>                          | <b>-</b>                                |
| Fleet Fuel                    | 480                       | 375                       | 800                                    | 800                                   | -                                       |
| Fleet Parts                   | 1,293                     | 416                       | 600                                    | 600                                   | -                                       |
| Fleet Labor                   | 2,816                     | 477                       | 1,000                                  | 1,000                                 | -                                       |
| Copier Charges                | 1,182                     | 1,295                     | 1,300                                  | 1,300                                 | -                                       |
| <b>INTERNAL SERVICES</b>      | <b>5,771</b>              | <b>2,563</b>              | <b>3,700</b>                           | <b>3,700</b>                          | <b>-</b>                                |
| Postal Services               | 1,835                     | 995                       | 2,100                                  | 1,800                                 | (300)                                   |
| Telecommunications            | 1,319                     | 552                       | -                                      | -                                     | -                                       |
| Motor Vehicle Insurance       | 229                       | 519                       | 700                                    | 1,000                                 | 300                                     |
| Mileage & Transportation      | 365                       | -                         | 400                                    | 400                                   | -                                       |
| Travel & Training             | 2,177                     | 2,645                     | 5,300                                  | 12,200                                | 6,900                                   |
| Dues & Memberships            | 400                       | 679                       | 800                                    | 800                                   | -                                       |
| Court Filing Fees             | 48                        | 12                        | 50                                     | 50                                    | -                                       |
| Office Supplies               | 77                        | 527                       | 900                                    | 900                                   | -                                       |
| Food & Food Service           | 82                        | 285                       | 450                                    | 450                                   | -                                       |
| Vehicle & Equipment Fuels     | -                         | 6                         | 50                                     | 50                                    | -                                       |
| Uniforms & Apparel            | -                         | -                         | 200                                    | 200                                   | -                                       |
| Books & Subscriptions         | 153                       | 95                        | 150                                    | 150                                   | -                                       |
| Other Operating Supplies      | 487                       | 1,234                     | 600                                    | 1,000                                 | 400                                     |
| <b>OTHER CHARGES</b>          | <b>7,172</b>              | <b>7,549</b>              | <b>11,700</b>                          | <b>19,000</b>                         | <b>7,300</b>                            |
| Motor Vehicle & Equipment     | -                         | 21,131                    | -                                      | -                                     | -                                       |
| <b>CAPITAL</b>                | <b>-</b>                  | <b>21,131</b>             | <b>-</b>                               | <b>-</b>                              | <b>-</b>                                |
| <b>TOTAL ZONING</b>           | <b>206,602</b>            | <b>235,250</b>            | <b>228,400</b>                         | <b>246,000</b>                        | <b>17,600</b>                           |

## Community Development – Development Services

The Development Services Department continues to focus on redevelopment efforts in Old Town and on several large catalyst sites in the City, but is also initiating a robust business retention and expansion program, facilitating and supporting workforce development activities, and promoting the city's assets for new business growth.

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

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- Encourage sustainable economic growth and partnerships through business and workforce development
- Promote and accelerate revitalization of catalyst sites and other areas throughout the city

### ***Department Goals & Objectives:***

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- Focus on the expansion and retention of Winchester Business.
- Promote redevelopment of Winchester's catalyst sites.
- Assist with workforce development efforts, providing access to resources that guide employers in their workforce training needs and potential employees in labor skill development.
- Recruit and attract new business to the City.
- Provide assistance to small businesses in the City.

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

---

| Indicators  | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Estimated | 2020<br>Projected |
|---|----------------|----------------|----------------|-------------------|-------------------|
| <b>Measures</b>   |                |                |                |                   |                   |
| Unemployment Rate   | 3.7%           | 3.0%           | 2.8%           | 2.7%              | 2.5%              |
| Combined Commercial Vacancy Rate                          | 4.7%           | 4.4%           | 4.4%           | 5.0%              | 4.8%              |
| Number of Business Incentives Awarded                     | 4              | 2              | 6              | 4                 | 4                 |
| Dollar Amount of Business Incentives Awarded or Leveraged | \$67,708       | \$42,618       | \$58,703       | \$40,000          | \$40,000          |
| Dollar Amount Capital Investment Leveraged                | \$72,800       | \$162,473.90   | \$1,900,00     | \$200,000         | \$200,000         |



## Community Development – Development Services

### Staffing Summary:

| Full-Time Employees  | FY 2017    | FY 2018    | FY 2019    | FY 2020    | Inc/(Dec)  |
|----------------------|------------|------------|------------|------------|------------|
| Development Services | 3.0        | 3.0        | 3.0        | 5.0        | 2.0        |
| <b>Total</b>         | <b>3.0</b> | <b>3.0</b> | <b>3.0</b> | <b>5.0</b> | <b>2.0</b> |

### Expenditure Summary:

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 106,572           | 233,497           | 311,200                       | 455,100                      | 143,900                        |
| Contractual Services          | 42,845            | 42,816            | 42,600                        | 42,800                       | 200                            |
| Internal Services             | 552               | 293               | 300                           | 300                          | -                              |
| Other Charges                 | 840,650           | 15,472            | 87,700                        | 276,900                      | 189,200                        |
| <b>TOTAL EXPENDITURES</b>     | <b>990,619</b>    | <b>292,078</b>    | <b>441,800</b>                | <b>775,100</b>               | <b>333,300</b>                 |

### Expenditure Detail:

| EXPENDITURES                | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Development Services</b> |                   |                   |                               |                              |                                |
| Regular                     | 79,472            | 180,447           | 238,672                       | 344,024                      | 105,352                        |
| Overtime                    | 325               | 17                | 200                           | 100                          | (100)                          |
| FICA                        | 6,203             | 13,349            | 17,674                        | 24,430                       | 6,756                          |
| VRS-Employer                | 5,728             | 16,482            | 21,706                        | 30,748                       | 9,042                          |
| Insurance Employer          | 782               | 2,252             | 3,127                         | 4,480                        | 1,353                          |
| VA Local Disability Plan    | 338               | 895               | 1,718                         | 1,909                        | 191                            |
| State Unemployment          | 5,292             | -                 | -                             | -                            | -                              |
| Worker's Compensation       | 57                | 119               | 161                           | 273                          | 112                            |
| Benefits Admin Fee          | 42                | 82                | 108                           | 180                          | 72                             |
| Employee Benefits           | 8,255             | 19,631            | 27,547                        | 48,546                       | 20,999                         |
| VRS Health Ins Credit       | 78                | 223               | 287                           | 410                          | 123                            |
| <b>PERSONNEL</b>            | <b>106,572</b>    | <b>233,497</b>    | <b>311,200</b>                | <b>455,100</b>               | <b>143,900</b>                 |
| Other Professional Services | 42,610            | 42,500            | 42,500                        | 42,500                       | -                              |
| Printing & Binding          | 72                | 116               | 100                           | 200                          | 100                            |
| Local Media                 | 163               | 200               | -                             | 100                          | 100                            |
| <b>CONTRACTUAL SERV</b>     | <b>42,845</b>     | <b>42,816</b>     | <b>42,600</b>                 | <b>42,800</b>                | <b>200</b>                     |

## Community Development – Development Services

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

| <b>EXPENDITURES</b>                | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|------------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| <b><i>Development Services</i></b> |                           |                           |  |                                       |   |
| Copier Charges                     | 552                       | 293                       | 300                                    | 300                                   | -                                       |
| INTERNAL SERVICES                  | 552                       | 293                       | 300                                    | 300                                   | -                                       |
| Postal Services                    | 81                        | 492                       | 200                                    | 400                                   | 200                                     |
| Mileage & Transportation           | 2,168                     | 2,564                     | 2,500                                  | 2,500                                 | -                                       |
| Travel & Training                  | 971                       | 7,718                     | 6,500                                  | 7,000                                 | 500                                     |
| Business Development Grant         | 42,628                    | 1,632                     | 75,000                                 | 75,000                                | -                                       |
| Other Payments/Contributions       | 792,312                   | -                         | -                                      | 188,000                               | 188,000                                 |
| Dues & Memberships                 | 1,215                     | 1,370                     | 1,000                                  | 1,500                                 | 500                                     |
| Miscellaneous Charges & Fees       | -                         | -                         | -                                      | 100                                   | 100                                     |
| Office Supplies                    | 171                       | 904                       | 1,000                                  | 1,000                                 | -                                       |
| Food & Food Service                | 511                       | 303                       | 250                                    | 400                                   | 150                                     |
| Books & Subscriptions              | -                         | -                         | 250                                    | -                                     | (250)                                   |
| Other Operating Supplies           | 593                       | 489                       | 1,000                                  | 1,000                                 | -                                       |
| OTHER CHARGES                      | 840,650                   | 15,472                    | 87,700                                 | 276,900                               | 189,200                                 |
| <b>TOTAL DEVELOPMENT</b>           | <b>990,619</b>            | <b>292,078</b>            | <b>441,800</b>                         | <b>775,100</b>                        | <b>333,300</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 OTDB is also a Virginia Main Street affiliate and ensures Winchester maintains its status as a nationally affiliated Main Street community.

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:***

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- 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 while encouraging historic preservation.
- Oversee 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, brand 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.

## Community Development – Old Town Winchester

### Performance Measures:

| Indicators  | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Estimated | 2020<br>Projected |
|---|----------------|----------------|----------------|-------------------|-------------------|
| <b>Measures</b>                                       |                |                |                |                   |                   |
| Cumulative Private Investment in OTW (Since mid-80's) | \$128 Million  | \$131 Million  | \$138 Million  | \$TBD             | \$TBD             |
| New businesses opened in OTW                          | 27             | 27             | 21             | 18                | 18                |
| New rehabilitation projects                           | 47             | 50             | 60             | 40                | 35                |
| City events   | 15             | 18             | 18             | 16                | 8                 |
| Social Media – Facebook Followers                     | 15,600         | 17,104         | 19,905         | 21,000            | 22,000            |
| People attending per event                            | 100 – 4,000    | 100 – 5,000    | 100 - 5,000    | 100 – 4,000       | 100 – 3,000       |

### Revenue Sources:

| Revenue Sources                | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| General Property Taxes         | 163,970           | 168,482           | 164,000                       | 166,000                      | 2,000                          |
| Miscellaneous Revenue          | 135,008           | 151,061           | 140,000                       | 149,000                      | 9,000                          |
| Federal                        | 5,000             | 5,000             | 4,500                         | 4,500                        | -                              |
| Subtotal Designated Revenue    | <b>303,978</b>    | <b>324,543</b>    | <b>308,500</b>                | <b>319,500</b>               | <b>11,000</b>                  |
| <b>Net General Tax Support</b> | <b>164,367</b>    | <b>154,748</b>    | <b>173,100</b>                | <b>(5,800)</b>               | <b>(178,900)</b>               |

### Expenditure Summary:

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 154,897           | 158,045           | 165,300                       | 1,000                        | (164,300)                      |
| Contractual Services          | 238,193           | 246,391           | 243,395                       | 241,400                      | (1,995)                        |
| Internal Services             | 862               | 695               | 900                           | 900                          | -                              |
| Other Charges                 | 74,393            | 74,160            | 72,005                        | 70,400                       | (1,605)                        |
| <b>TOTAL EXPENDITURES</b>     | <b>468,345</b>    | <b>479,291</b>    | <b>481,600</b>                | <b>313,700</b>               | <b>(167,900)</b>               |

## Community Development – Old Town Winchester

### Staffing Summary:

| Full-Time Employees | FY 2017    | FY 2018    | FY 2019    | FY 2020  | Inc/(Dec)    |
|---------------------|------------|------------|------------|----------|--------------|
| OTW                 | 2.0        | 2.0        | 2.0        | 0        | (2.0)        |
| <b>Total</b>        | <b>2.0</b> | <b>2.0</b> | <b>2.0</b> | <b>0</b> | <b>(2.0)</b> |

### Expenditure Detail:

| EXPENDITURES                | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                     | 112,639           | 115,711           | 120,729                       | -                            | (120,729)                      |
| Overtime                    | -                 | 48                | -                             | -                            | -                              |
| Part-time                   | 2,113             | 212               | 866                           | 896                          | 30                             |
| FICA                        | 7,462             | 7,548             | 7,920                         | 101                          | (7,819)                        |
| VRS-Employer                | 10,365            | 11,080            | 10,853                        | -                            | (10,853)                       |
| Insurance-Employer          | 1,415             | 1,514             | 1,581                         | -                            | (1,581)                        |
| Worker's Compensation       | 81                | 77                | 83                            | 3                            | (80)                           |
| Benefits Admin Fee          | 69                | 72                | 72                            | -                            | (72)                           |
| Employee Benefits           | 20,613            | 21,633            | 23,050                        | -                            | (23,050)                       |
| VRS Health Insurance Credit | 140               | 150               | 146                           | -                            | (146)                          |
| <b>PERSONNEL</b>            | <b>154,897</b>    | <b>158,045</b>    | <b>165,300</b>                | <b>1,000</b>                 | <b>(164,300)</b>               |
| Special Events Promotions   | 201,923           | 209,892           | 218,000                       | 216,700                      | (1,300)                        |
| Other Professional Services | 12,283            | 12,744            | 12,350                        | 10,250                       | (2,100)                        |
| Printing & Binding          | 7,166             | 9,159             | 7,220                         | 11,710                       | 4,490                          |
| Local Media                 | 16,723            | 14,596            | 5,725                         | 2,740                        | (2,985)                        |
| Validated parking           | 98                | -                 | 100                           | -                            | (100)                          |
| <b>CONTRACTUAL SERV</b>     | <b>238,193</b>    | <b>246,391</b>    | <b>243,395</b>                | <b>241,400</b>               | <b>(1,995)</b>                 |
| Copier Charges              | 862               | 695               | 900                           | 900                          | -                              |
| <b>INTERNAL CHARGES</b>     | <b>862</b>        | <b>695</b>        | <b>900</b>                    | <b>900</b>                   | <b>-</b>                       |
| Postal Services             | 425               | 404               | 455                           | 455                          | -                              |
| Telecommunications          | 751               | 161               | -                             | -                            | -                              |
| General Liability Insurance | 924               | 1,020             | 1,100                         | 1,140                        | 40                             |
| Office Equipment Rental     | 250               | -                 | 250                           | 250                          | -                              |
| Building Rental             | 400               | 400               | 400                           | 400                          | -                              |
| Mileage & Transportation    | 822               | 479               | 900                           | 600                          | (300)                          |
| Travel & Training           | 1,851             | 1,097             | 1,900                         | 800                          | (1,100)                        |
| VA Commission for the Arts  | 10,000            | 9,500             | 10,000                        | 9,500                        | (500)                          |

## Community Development – Old Town Winchester

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

| <b>EXPENDITURES</b>          | <b>FY 2016<br/>ACTUAL</b> | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2019<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2019<br/>BUDGET<br/>Inc/(Dec)</b> |
|------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Other Payments               | 5,000                     | -                         | -                                      | -                                     | -                                       |
| Downtown Improv Repayment    | 50,000                    | 50,000                    | 50,000                                 | 50,000                                | -                                       |
| Dues & Memberships           | 530                       | 460                       | 460                                    | 470                                   | 10                                      |
| Miscellaneous Charges & Fees | 159                       | 4,804                     | 2,300                                  | 1,750                                 | (550)                                   |
| Office Supplies              | 128                       | 337                       | 380                                    | 435                                   | 55                                      |
| Food & Food Service          | 244                       | 233                       | 200                                    | 500                                   | 300                                     |
| Books & Subscriptions        | 261                       | 426                       | 300                                    | 460                                   | 160                                     |
| Other Operating Supplies     | 2,648                     | 4,788                     | 3,260                                  | 3,640                                 | 380                                     |
| Awards, Plaques, Other       | -                         | 51                        | 100                                    | -                                     | (100)                                   |
| OTHER CHARGES                | 74,393                    | 74,160                    | 72,005                                 | 70,400                                | (1,605)                                 |
| <b>TOTAL OTW</b>             | <b>468,345</b>            | <b>479,291</b>            | <b>481,600</b>                         | <b>313,700</b>                        | <b>(167,900)</b>                        |

## Community Development – GIS - Mapping

GIS (Geographic Information System) enables the public and all City departments to make data driven decisions by visualizing data on various temporal and spatial scales. GIS strives to engage the public through the use of online applications and services to increase data transparency and sharing. In addition, GIS provides City departments with cartographic services, geospatial analysis, and programming to help employees improve business processes in order to provide the public with the best service possible.

### Goals:

- Creation of Hub-Initiatives: Allow for community engagement aimed at improving tourism, economic growth, and quality of life for citizens of the City.
- Build the foundation of ArcGIS Portal to enable City personnel to use GIS to perform better services to citizens.
- Continue to develop/enhance GIS data and the business processes used to create it for the implementation of Next Generation 911.

### Expenditure Summary:

| Expenditure by Classification | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Personnel Services            | 68,871            | 71,734            | 80,000                        | 86,300                       | 6,300                          |
| Contractual Services          | 10,000            | -                 | 3,000                         | 15,000                       | 12,000                         |
| Other Charges                 | 2,763             | 2,997             | 11,650                        | 11,000                       | (650)                          |
| <b>TOTAL EXPENDITURES</b>     | <b>81,634</b>     | <b>74,731</b>     | <b>94,650</b>                 | <b>112,300</b>               | <b>17,650</b>                  |

### Staffing Summary:

| Full-Time Employees | FY 2017    | FY 2018    | FY 2019    | FY 2020    | Inc/(Dec) |
|---------------------|------------|------------|------------|------------|-----------|
| GIS                 | 1.0        | 1.0        | 1.0        | 1.0        | 0         |
| <b>Total</b>        | <b>1.0</b> | <b>1.0</b> | <b>1.0</b> | <b>1.0</b> | <b>0</b>  |

## Community Development – GIS - Mapping

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

| <b>EXPENDITURES</b>           | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|-------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Regular                       | 52,975                    | 54,267                    | 58,995                                 | 63,100                                | 4,105                                   |
| FICA                          | 4,037                     | 4,114                     | 4,854                                  | 4,902                                 | 48                                      |
| VRS-Employer                  | 4,877                     | 5,208                     | 5,304                                  | 5,672                                 | 368                                     |
| Insurance Employer            | 665                       | 712                       | 773                                    | 827                                   | 54                                      |
| Worker's Compensation         | 35                        | 36                        | 41                                     | 62                                    | 21                                      |
| Benefits Admin Fee            | 34                        | 36                        | 36                                     | 36                                    | -                                       |
| Employee Benefits             | 6,182                     | 7,290                     | 9,926                                  | 11,627                                | 1,701                                   |
| VRS Health Ins Credit         | 66                        | 71                        | 71                                     | 74                                    | 3                                       |
| PERSONNEL                     | 68,871                    | 71,734                    | 80,000                                 | 86,300                                | 6,300                                   |
| Professional Services         | -                         | -                         | -                                      | 15,000                                | 15,000                                  |
| Training/Education            | -                         | -                         | 500                                    | -                                     | (500)                                   |
| Computer Service Contracts    | 10,000                    | -                         | 2,500                                  | -                                     | (2,500)                                 |
| CONTRACTUAL SERV              | 10,000                    | -                         | 3,000                                  | 15,000                                | 12,000                                  |
| Mileage & Transportation      | 950                       | 740                       | 1,100                                  | 1,100                                 | -                                       |
| Travel & Training             | 293                       | 2,207                     | 6,300                                  | 6,300                                 | -                                       |
| Dues & Association Membership | 30                        | 50                        | 175                                    | 100                                   | (75)                                    |
| Office Supplies               | -                         | -                         | 500                                    | -                                     | (500)                                   |
| Books & Subscriptions         | -                         | -                         | 75                                     | -                                     | (75)                                    |
| Other Operating Supplies      | 1,490                     | -                         | 3,500                                  | 3,500                                 | -                                       |
| OTHER CHARGES                 | 2,763                     | 2,997                     | 11,650                                 | 11,000                                | (650)                                   |
| <b>TOTAL GIS</b>              | <b>81,634</b>             | <b>74,731</b>             | <b>94,650</b>                          | <b>112,300</b>                        | <b>17,650</b>                           |



## Other

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

| <b>EXPENDITURES</b>   | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|-----------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Parking               | 179,024                   | 175,400                   | 180,646                                | 180,990                               | 344                                     |
| CONTRACTUAL SERVICES  | 179,024                   | 175,400                   | 180,646                                | 180,990                               | 344                                     |
| Historical Society    | 85,750                    | 89,500                    | 99,500                                 | 94,000                                | (5,500)                                 |
| Grant Matching Funds  | -                         | -                         | 20,000                                 | 20,000                                | -                                       |
| Emergency Contingency | -                         | -                         | 10,000                                 | 10,000                                | -                                       |
| OTHER CHARGES         | 85,750                    | 89,500                    | 129,500                                | 124,000                               | (5,500)                                 |
| <b>TOTAL OTHER</b>    | <b>264,774</b>            | <b>264,900</b>            | <b>310,146</b>                         | <b>304,990</b>                        | <b>(5,156)</b>                          |

## Outside Agencies

Outside Agencies may be 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 discretionary, meaning the City determines the level of funding for each agency. The City Manager recommends funding levels based on funding availability. In FY 2017, Council requested a review of the program and during the FY 2018 Budget Process decided to discontinue funding of Outside Agencies.

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

| <b>EXPENDITURES</b>           | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|-------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| Our Health                    | 20,188                    | -                         | -                                      | -                                     | -                                       |
| Shen Area Agency on Aging     | 20,000                    | -                         | -                                      | -                                     | -                                       |
| Boys & Girls Club             | 10,000                    | -                         | -                                      | -                                     | -                                       |
| Healthy Families              | 10,000                    | -                         | -                                      | -                                     | -                                       |
| The Laurel Center             | 3,000                     | -                         | -                                      | -                                     | -                                       |
| Winchester Day Nursery        | 10,000                    | -                         | -                                      | -                                     | -                                       |
| Fremont Street Nursery        | 10,000                    | -                         | -                                      | -                                     | -                                       |
| Youth Development Center      | 10,000                    | -                         | -                                      | -                                     | -                                       |
| Discovery Museum              | 10,000                    | -                         | -                                      | -                                     | -                                       |
| Discovery Museum - Capital    | 100,000                   | 100,000                   | -                                      | -                                     | -                                       |
| <b>TOTAL OUTSIDE AGENCIES</b> | <b>203,188</b>            | <b>100,000</b>            | <b>-</b>                               | <b>-</b>                              | <b>-</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:***

| EXPENDITURES                   | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| NWR Juvenile Detention Center  | 464,997           | 506,641           | 507,719                       | 432,623                      | (75,096)                       |
| Substance Abuse Coalition      | 148,358           | 207,490           | 154,500                       | 90,000                       | (64,500)                       |
| NWRDC Regional Jail            | 4,429,906         | 4,910,139         | 4,840,879                     | 4,790,840                    | (50,039)                       |
| Lord Fairfax EMS Council       | 9,137             | 10,005            | 10,005                        | 10,005                       | -                              |
| SPCA                           | 120,000           | 150,000           | 150,000                       | 150,000                      | -                              |
| Win-Fred Metro Planning Org    | 12,560            | 9,435             | 27,000                        | 27,000                       | -                              |
| Winchester Health Department   | 303,812           | 305,426           | 321,279                       | 338,199                      | 16,920                         |
| NW Community Services          | 202,096           | 222,306           | 233,421                       | 245,092                      | 11,671                         |
| Lord Fairfax Community College | 63,990            | 65,455            | 64,220                        | 65,310                       | 1,090                          |
| Handley Regional Library       | 419,020           | 419,020           | 419,020                       | 419,020                      | -                              |
| Winchester Regional Airport    | 39,689            | 43,258            | 39,402                        | 39,271                       | (131)                          |
| Regional Airport Capital       | 23,743            | 58,397            | 15,922                        | 124,256                      | 108,334                        |
| NSV Regional Commission        | 15,975            | 19,917            | 24,010                        | 29,467                       | 5,457                          |
| <b>TOTAL REGIONAL AGENCIES</b> | <b>6,253,283</b>  | <b>6,927,489</b>  | <b>6,807,377</b>              | <b>6,761,083</b>             | <b>(46,294)</b>                |

## Transfers/Debt Service

### Transfers:

| EXPENDITURES                 | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Transit Fund                 | 221,000           | 207,300           | 252,000                       | 289,300                      | 37,300                         |
| Social Services Fund         | 1,205,888         | 1,551,310         | 1,601,800                     | 1,766,500                    | 164,700                        |
| CSA City Contribution        | 1,316,112         | 1,468,190         | 1,119,000                     | 1,119,000                    | -                              |
| Schools Operating Fund       | 28,296,772        | 29,225,403        | 30,489,102                    | 30,839,102                   | 350,000                        |
| Schools Operating Other      | 258,100           | 200,000           | -                             | -                            | -                              |
| Schools Capital Improvement* | 603,856           | 717,330           | -                             | -                            | -                              |
| City CIP Fund                | 353,618           | 412,705           | 4,585,000                     | 2,140,000                    | (2,445,000)                    |
| Win-Fred Co CVB Fund         | 150,000           | 150,000           | 150,500                       | 150,500                      | -                              |
| Highway Maintenance Fund     | 605,000           | 605,750           | 630,000                       | 780,000                      | 150,000                        |
| <b>TOTAL TRANSFERS</b>       | <b>33,010,346</b> | <b>34,537,988</b> | <b>38,827,402</b>             | <b>37,084,402</b>            | <b>(1,743,000)</b>             |

### Debt Service:

| EXPENDITURES              | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| City Principal            | 1,761,883         | 1,876,004         | 2,194,500                     | 1,995,100                    | (199,400)                      |
| HUD 108 Loan Principal    | 200,000           | -                 | 200,000                       | 200,000                      | -                              |
| City Interest             | 914,177           | 852,778           | 789,400                       | 825,100                      | 35,700                         |
| Bond Issuance Costs       | -                 | 254,708           | -                             | -                            | -                              |
| Escrow Deposit            | -                 | 19,151,899        | -                             | -                            | -                              |
| HUD 108 Loan Interest     | 2,705             | -                 | 3,000                         | 2,600                        | (400)                          |
| Paying Agent Fees         | 3,100             | 3,600             | 3,600                         | 3,600                        | -                              |
| Schools Principal         | 4,923,848         | 4,844,565         | 5,194,500                     | 5,746,525                    | 552,025                        |
| Schools Interest          | 2,898,874         | 2,471,094         | 2,499,300                     | 2,431,075                    | (68,225)                       |
| <b>TOTAL DEBT SERVICE</b> | <b>10,704,587</b> | <b>29,454,648</b> | <b>10,884,300</b>             | <b>11,204,000</b>            | <b>319,700</b>                 |

## Social Services Fund

The Winchester Department of Social Services is one of one hundred twenty local departments of social services in the Commonwealth. Public Social Services in the Commonwealth is a locally administered, state supervised program financed by federal, state and local funds. The Department is composed of fifty-three full-time employees and three part-time employees. Winchester Social Services provides a broad range of temporary assistance and social service programs in accordance with state and federal laws and regulations. The Department has two primary objectives, family strengthening and income stability and self-sufficiency. Programs provided by the Winchester Department of Social Services include Medicaid, Temporary Assistance to Needy Families (TANF), Supplemental Nutritional Assistance Program (SNAP), Virginia Initiative for Employment Not Welfare (VIEW), Child Care Subsidy Program, Low Income Home Energy Assistance Program (LIHEAP), Foster Care, Adult Protective Services, Adult Services, and Child Protective Services. The Department also administers the Virginia Housing Development Authority Housing Choice Voucher Program. The Department operates on call services 24 hours a day, 365 days a year for Child and Adult Protective Service emergencies.

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

***Council Goal: Encourage sustainable economic growth and partnership through business and workforce development***

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### Social Services Strategies:

- Promote and enhance workforce development opportunities and 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.
- Support and promote workforce training/development and educational programs, opportunities and initiatives to City residents.
- Develop and support public-private partnerships that support workforce development opportunities.

## Social Services Fund

### ***Council Goal: Promote and accelerate revitalization of catalyst sites and other areas throughout the City***

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#### Social Services Strategies:

- Assure Housing Choice Voucher Program (HCVP) assisted units meet the City of Winchester's Rental Housing Inspection Ordinance requirements and VHDA's Housing Quality Standards.

### ***Council Goal: Advance the quality of life for all Winchester residents by increasing cultural, recreational and tourism opportunities; enhance and maintain infrastructure; and promote and improve public safety***

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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 (CAC) to insure the protection and safety of children and that appropriate criminal convictions are upheld.
- Provide truancy prevention programming in collaboration with Winchester Public Schools, Winchester Police Department, Commonwealth's Attorney and Juvenile and Domestic Relations Court
- Maintain Community Planning and Management Team (CPMT) commitment to provide child-centered, family-focused, strength based and community based services.
- Utilization of a System of Care Philosophy in Child Welfare Programming.
- Provide Family Team Meetings at critical decision points in appropriate child welfare cases to ensure family and natural support engagement, family-centered practice, permanency and safety.
- Utilization of the Winchester Social Services Advisory Board to keep apprised on the social service needs of Winchester citizens.

### ***Council Goal: Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation***

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- Implement succession planning for key Social Services positions.
- Implement staff cross training in select program areas to ensure continuity of services.
- Implement retention strategies in Child Welfare Programming to decrease turnover.
- Promote good stewardship and accountability through increased focus on data collection and performance outcomes.

## Social Services Fund

***Council Goal: Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation - continued***

- Utilization of innovation and technology to create increased access to services and enhance customer service.
- Increase staff training and development in the areas of substance abuse and treatment, mental health and child safety planning.
- Collaborate with community groups, organizations and agencies to promote a system of care network for at risk children, youth and families.

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

|                                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|----------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Revenue by Classification</b> |                   |                   |                               |                              |                                |
| Recovered Costs                  | 401               | 829               | -                             | -                            | -                              |
| State Revenue                    | 2,957,507         | 3,567,237         | 3,554,608                     | 3,673,598                    | 118,990                        |
| Federal Revenue                  | 2,672,953         | 2,830,104         | 2,725,792                     | 2,975,602                    | 249,810                        |
| Non-Revenue Receipts             | 2,522,000         | 3,019,500         | 2,761,600                     | 2,935,800                    | 174,200                        |
| <b>TOTAL REVENUE</b>             | <b>8,152,861</b>  | <b>9,417,670</b>  | <b>9,042,000</b>              | <b>9,585,000</b>             | <b>543,000</b>                 |
| <b>Expenditure by Class</b>      |                   |                   |                               |                              |                                |
| Personnel Services               | 2,890,591         | 3,077,529         | 3,464,000                     | 3,776,100                    | 312,100                        |
| Contractual Services             | 190,486           | 263,419           | 206,650                       | 244,550                      | 37,900                         |
| Internal Services                | 77,218            | 81,457            | 81,200                        | 81,200                       | -                              |
| Other Charges                    | 4,974,273         | 6,014,000         | 5,270,150                     | 5,388,150                    | 118,000                        |
| Capital                          | 35,991            | -                 | 20,000                        | 95,000                       | 75,000                         |
| <b>TOTAL EXPENDITURES</b>        | <b>8,168,559</b>  | <b>9,436,405</b>  | <b>9,042,000</b>              | <b>9,585,000</b>             | <b>543,000</b>                 |

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

| Full-Time Employees | FY 2017     | FY 2018     | FY 2019     | FY 2020     | Inc/(Dec) |
|---------------------|-------------|-------------|-------------|-------------|-----------|
| Welfare Admin       | 43.0        | 47.0        | 51.0        | 51.0        | 0         |
| Housing Choice      | 2.0         | 2.0         | 2.0         | 2.0         | 0         |
| <b>Total</b>        | <b>45.0</b> | <b>49.0</b> | <b>53.0</b> | <b>53.0</b> | <b>0</b>  |

## Social Services Fund

### Revenue Detail:

| REVENUE                          | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|----------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Local                            | 401               | 829               | -                             | -                            | -                              |
| RECOVERED COSTS                  | 401               | 829               | -                             | -                            | -                              |
| Public Assistance & Admin        | 1,246,601         | 1,337,682         | 1,744,108                     | 1,863,098                    | 118,990                        |
| Children Services Act            | 1,187,072         | 1,572,978         | 1,350,000                     | 1,350,000                    | -                              |
| Administration Funds             | 12,035            | 11,977            | 9,000                         | 9,000                        | -                              |
| CSA Support Enforcement          | 12,078            | 24,826            | 22,000                        | 22,000                       | -                              |
| Section 8 VHDA Admin Fees        | 120,972           | 116,832           | 110,000                       | 110,000                      | -                              |
| CSA EI840 Grant                  | 375,547           | 502,942           | 319,500                       | 319,500                      | -                              |
| Child Care Quality Initiative    | 3,202             | -                 | -                             | -                            | -                              |
| STATE REVENUE                    | 2,957,507         | 3,567,237         | 3,554,608                     | 3,673,598                    | 118,990                        |
| Public Assistance & Admin        | 2,445,432         | 2,648,611         | 2,540,292                     | 2,790,102                    | 249,810                        |
| Child Care Quality Initiative    | 4,641             | -                 | -                             | -                            | -                              |
| Early Intervention               | 222,880           | 181,493           | 185,500                       | 185,500                      | -                              |
| FEDERAL REVENUE                  | 2,672,953         | 2,830,104         | 2,725,792                     | 2,975,602                    | 249,810                        |
| General Fund                     | 2,522,000         | 3,019,500         | 2,720,800                     | 2,885,500                    | 164,700                        |
| Assigned HCVP                    | -                 | -                 | 40,800                        | 50,300                       | 9,500                          |
| NON-REVENUE RECEIPTS             | 2,522,000         | 3,019,500         | 2,761,600                     | 2,935,800                    | 174,200                        |
| <b>TOTAL SOCIAL SVCS REVENUE</b> | <b>8,152,861</b>  | <b>9,417,670</b>  | <b>9,042,000</b>              | <b>9,585,000</b>             | <b>543,000</b>                 |



# Social Services Fund

## Expenditure Detail:

| EXPENDITURES                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>WELFARE ADMINISTRATION</b> |                   |                   |                               |                              |                                |
| Regular                       | 1,979,691         | 2,088,394         | 2,334,203                     | 2,550,223                    | 216,020                        |
| Overtime                      | 38,298            | 52,637            | 48,000                        | 48,000                       | -                              |
| Part-time Non-Classified      | 44,540            | 56,438            | 63,500                        | 63,500                       | -                              |
| FICA                          | 151,108           | 160,428           | 180,912                       | 194,730                      | 13,818                         |
| VRS-Employer                  | 174,933           | 189,129           | 211,820                       | 227,603                      | 15,783                         |
| Retirees                      | 45,318            | 54,178            | 52,000                        | 33,500                       | (18,500)                       |
| Insurance-Employer            | 23,871            | 25,838            | 30,581                        | 33,165                       | 2,584                          |
| VA Local Disability Plan      | 3,203             | 4,879             | 8,430                         | 10,176                       | 1,746                          |
| State Unemployment Tax        | -                 | 5,310             | -                             | -                            | -                              |
| Worker's Compensation         | 8,086             | 8,487             | 10,268                        | 10,803                       | 535                            |
| Tuition Assistance            | -                 | -                 | 2,000                         | -                            | (2,000)                        |
| Benefits Admin Fee            | 1,404             | 1,489             | 1,725                         | 1,833                        | 108                            |
| Employee Benefits             | 301,608           | 310,695           | 392,161                       | 467,067                      | 74,906                         |
| PERSONNEL                     | 2,772,060         | 2,957,902         | 3,335,600                     | 3,640,600                    | 305,000                        |
| Legal Services                | 99,931            | 156,331           | 80,000                        | 100,000                      | 20,000                         |
| Other Professional Services   | 15,569            | 21,897            | 35,000                        | 35,000                       | -                              |
| Repairs & Maintenance         | 6,377             | 20,140            | 9,000                         | 21,000                       | 12,000                         |
| Vehicle Repair & Maintenance  | 3,990             | 4,111             | 6,000                         | 6,000                        | -                              |
| Computer Services             | 650               | 1,250             | 3,000                         | 3,000                        | -                              |
| Printing & Binding            | 1,523             | 869               | 3,000                         | 3,000                        | -                              |
| Contracted Parking            | 33,160            | 35,590            | 37,800                        | 40,200                       | 2,400                          |
| Food Services                 | 860               | -                 | 1,450                         | 1,450                        | -                              |
| CONTRACTUAL SERV              | 162,060           | 240,188           | 175,250                       | 209,650                      | 34,400                         |
| Fleet Fuel                    | 366               | 162               | 1,700                         | 1,700                        | -                              |
| Fleet Parts                   | 1,317             | 301               | 1,500                         | 1,500                        | -                              |
| Fleet Labor                   | 1,681             | 937               | 3,000                         | 3,000                        | -                              |
| Cost Allocation Charges       | 73,854            | 80,057            | 75,000                        | 75,000                       | -                              |
| INTERNAL SERVICES             | 77,218            | 81,457            | 81,200                        | 81,200                       | -                              |
| Postal Services               | 12,742            | 11,721            | 20,000                        | 20,000                       | -                              |
| Telecommunications            | 18,352            | 22,143            | 30,000                        | 40,000                       | 10,000                         |
| Property Insurance            | -                 | -                 | 1,500                         | 1,500                        | -                              |

# Social Services Fund

## Expenditure Detail:

| EXPENDITURES                     | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|----------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>WELFARE ADMIN - continued</b> |                   |                   |                               |                              |                                |
| Motor Vehicle Insurance          | 2,995             | 3,621             | 5,000                         | 5,000                        | -                              |
| General Liability Insurance      | 15,831            | 18,425            | 18,500                        | 18,500                       | -                              |
| Office Equipment Rental          | 5,349             | 7,155             | 5,500                         | 7,200                        | 1,700                          |
| Buildings                        | 253,699           | 253,699           | 260,500                       | 264,000                      | 3,500                          |
| Mileage                          | 550               | 17                | 2,000                         | 2,000                        | -                              |
| Travel & Training                | 12,197            | 4,715             | 17,000                        | 17,000                       | -                              |
| Dues & Memberships               | 1,145             | 1,165             | 2,550                         | 2,550                        | -                              |
| Miscellaneous Charges & Fees     | 180               | 354               | 500                           | 500                          | -                              |
| Background Checks                | 465               | 96                | 500                           | 500                          | -                              |
| Office Supplies                  | 14,894            | 15,341            | 30,000                        | 32,000                       | 2,000                          |
| Food & Food Service              | 2,346             | 3,115             | 2,000                         | 2,000                        | -                              |
| Laundry & Janitorial             | 570               | 846               | 500                           | 500                          | -                              |
| Vehicle & Equipment Fuels        | 7,876             | 10,717            | 10,000                        | 10,000                       | -                              |
| Books & Subscriptions            | 329               | 125               | 500                           | 500                          | -                              |
| Other Operating Supplies         | 17,739            | 20,489            | 18,600                        | 18,600                       | -                              |
| Computer Supplies                | 1,138             | 5,009             | 6,000                         | 6,000                        | -                              |
| OTHER CHARGES                    | 368,397           | 378,753           | 431,150                       | 448,350                      | 17,200                         |
| Motor Vehicle & Equipment        | 35,991            | -                 | 20,000                        | 25,000                       | 5,000                          |
| Building Renovations             | -                 | -                 | -                             | 70,000                       | 70,000                         |
| CAPITAL                          | 35,991            | -                 | 20,000                        | 95,000                       | 75,000                         |
| <b>TOTAL WELFARE ADMIN</b>       | <b>3,415,726</b>  | <b>3,658,300</b>  | <b>4,043,200</b>              | <b>4,474,800</b>             | <b>431,600</b>                 |
| <b>PUBLIC ASSISTANCE</b>         |                   |                   |                               |                              |                                |
| Shared Personnel Cost            | 26,747            | 21,443            | 29,000                        | 29,000                       | -                              |
| CONTRACTUAL SERV                 | 26,747            | 21,443            | 29,000                        | 29,000                       | -                              |
| Child Care Quality Initiative    | 9,281             | -                 | -                             | 2,500                        | 2,500                          |
| General Relief                   | 18,173            | 9,402             | 20,000                        | 20,000                       | -                              |
| AUX Grants - Aged                | 5,818             | 12,439            | 71,000                        | 71,000                       | -                              |
| AUX Grants - Disabled            | 103,993           | 74,558            | 146,000                       | 146,000                      | -                              |
| TANF Manual Checks               | 401               | 3,618             | 3,000                         | 3,000                        | -                              |
| AFDC - Foster Care               | 279,706           | 693,843           | 500,000                       | 500,000                      | -                              |
| Emergency Assistance             | -                 | -                 | 1,000                         | 1,000                        | -                              |
| Refugee Resettlement             | 17,472            | -                 | 5,000                         | 5,000                        | -                              |

## Social Services Fund

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

| EXPENDITURES                                | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b><i>PUBLIC ASSISTANCE - continued</i></b> |                   |                   |                               |                              |                                |
| Fostering Futures                           | -                 | -                 | -                             | 16,800                       | 16,800                         |
| Special Needs Adoption Maintenance          | 274,280           | 316,756           | 300,000                       | 300,000                      | -                              |
| Adoption Subsidy F/S/L                      | 661,102           | 646,165           | 600,000                       | 650,000                      | 50,000                         |
| Family Preservation                         | 16,592            | 4,428             | 10,000                        | 10,000                       | -                              |
| Independent Living Skills                   | 740               | 1,437             | 9,000                         | 9,000                        | -                              |
| Adult Protective Services                   | 5,595             | 5,868             | 6,000                         | 6,000                        | -                              |
| Safe & Stable Families                      | 25,693            | 27,767            | 28,000                        | 53,000                       | 25,000                         |
| Substance Abuse Services                    | -                 | 18,856            | 9,500                         | 16,000                       | 6,500                          |
| VIEW - Supportive Service                   | 30,388            | 32,602            | 67,000                        | 67,000                       | -                              |
| Home-Based Companion                        | -                 | 1,000             | 2,000                         | 2,000                        | -                              |
| VIEW Transportation                         | 11,578            | 7,676             | 33,000                        | 33,000                       | -                              |
| Respite Care                                | 2,830             | 2,220             | 3,500                         | 3,500                        | -                              |
| OTHER CHARGES                               | 1,463,642         | 1,858,635         | 1,814,000                     | 1,914,800                    | 100,800                        |
| <b>TOTAL PUBLIC ASSISTANCE</b>              | <b>1,490,389</b>  | <b>1,880,078</b>  | <b>1,843,000</b>              | <b>1,943,800</b>             | <b>100,800</b>                 |
| <b><i>HOUSING ASSISTANCE ADMIN</i></b>      |                   |                   |                               |                              |                                |
| Regular                                     | 86,405            | 86,646            | 93,136                        | 96,790                       | 3,654                          |
| FICA  | 6,507             | 6,525             | 7,015                         | 7,255                        | 240                            |
| VRS-Employer                                | 7,908             | 8,272             | 8,373                         | 8,701                        | 328                            |
| Retirees                                    | 1,654             | 1,626             | 1,700                         | 1,700                        | -                              |
| Insurance-Employer                          | 1,079             | 1,130             | 1,220                         | 1,268                        | 48                             |
| Worker's Compensation                       | 81                | 74                | 114                           | 103                          | (11)                           |
| Benefits Admin Fee                          | 72                | 74                | 75                            | 75                           | -                              |
| Employee Benefits                           | 14,725            | 15,280            | 16,663                        | 19,608                       | 2,945                          |
| VRS Health Insurance Credit                 | 100               | -                 | 104                           | -                            | (104)                          |
| PERSONNEL                                   | 118,531           | 119,627           | 128,400                       | 135,500                      | 7,100                          |
| Repairs & Maintenance                       | 436               | 461               | 1,000                         | 4,500                        | 3,500                          |
| Printing & Binding                          | 43                | 127               | 200                           | 200                          | -                              |
| Contracted Parking                          | 1,200             | 1,200             | 1,200                         | 1,200                        | -                              |
| CONTRACTUAL SERV                            | 1,679             | 1,788             | 2,400                         | 5,900                        | 3,500                          |

## Social Services Fund

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

| EXPENDITURES                             | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b><i>HOUSING ASSIST - continued</i></b> |                   |                   |                               |                              |                                |
| Postal Services                          | 2,721             | 597               | 3,000                         | 3,000                        | -                              |
| Telecommunications                       | 1,165             | 1,325             | 2,000                         | 2,000                        | -                              |
| Office Equipment Rental                  | 1,961             | 1,966             | 2,500                         | 2,500                        | -                              |
| Buildings                                | 8,889             | 8,978             | 9,250                         | 9,250                        | -                              |
| Travel & Training                        | 220               | 132               | 500                           | 500                          | -                              |
| Office Supplies                          | 758               | 399               | 1,400                         | 1,400                        | -                              |
| Food & Food Services                     | 189               | 273               | 200                           | 200                          | -                              |
| Books & Subscriptions                    | 112               | 125               | 150                           | 150                          | -                              |
| Other Operating Supplies                 | 494               | 411               | 1,000                         | 1,000                        | -                              |
| OTHER CHARGES                            | 16,509            | 14,206            | 20,000                        | 20,000                       | -                              |
| <b>TOTAL HOUSING ASSISTANCE</b>          | <b>136,719</b>    | <b>135,621</b>    | <b>150,800</b>                | <b>161,400</b>               | <b>10,600</b>                  |
| <b><i>SPECIAL ASSISTANCE</i></b>         |                   |                   |                               |                              |                                |
| CSA                                      | 2,527,298         | 3,077,971         | 2,500,000                     | 2,500,000                    | -                              |
| Other Purchased Services                 | 598,427           | 684,435           | 505,000                       | 505,000                      | -                              |
| OTHER CHARGES                            | 3,125,725         | 3,762,406         | 3,005,000                     | 3,005,000                    | -                              |
| <b>TOTAL SPECIAL ASSISTANCE</b>          | <b>3,125,725</b>  | <b>3,762,406</b>  | <b>3,005,000</b>              | <b>3,005,000</b>             | <b>-</b>                       |
| <b>TOTAL SOCIAL SERVICES FUND</b>        | <b>8,168,559</b>  | <b>9,436,405</b>  | <b>9,042,000</b>              | <b>9,585,000</b>             | <b>543,000</b>                 |

## Highway Maintenance Fund

The Public Works 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 approximately 220 lane miles of streets
- Maintenance of numerous 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 (\$3.6 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, sidewalks, trees, streetlights, and storm drains at a level desired by the residents. Therefore, \$780,000 in additional revenue for FY 2020 will come from the General Fund and will be used to specifically address the City Council Strategic Plan goal listed below. The City also anticipates receiving \$500,000 of state Revenue Sharing funds that will be used for street paving in FY 2020.

***Council Goal: Advance the quality of life for all Winchester residents by increasing cultural, recreational and tourism opportunities; enhance and maintain infrastructure; and promote and improve public safety***

Highway Maintenance is proposing to complete \$1,000,000 in street repaving in FY 2020.

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

| Indicators                        | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Estimated | 2020<br>Projected |
|-----------------------------------|----------------|----------------|----------------|-------------------|-------------------|
| <b>Measures</b>                   |                |                |                |                   |                   |
| Lane Miles of Streets Paved       | 7.0            | 11.98          | 10.04          | 9.59              | 10.0              |
| Linear Feet of Sidewalks Replaced | 2,600          | 1,000          | 1,000          | 10,000            | 15,000            |

# Highway Maintenance Fund

## Revenue and Expenditure Summary:

|                                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|----------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Revenue by Classification</b> |                   |                   |                               |                              |                                |
| Use of Money                     | 6,605             | 6,600             | 6,600                         | 6,600                        | -                              |
| Miscellaneous Revenue            | 9,920             | 9,800             | -                             | -                            | -                              |
| Recovered Costs                  | 150               | 16,025            | -                             | -                            | -                              |
| State Revenue                    | 3,612,826         | 3,647,460         | 3,743,400                     | 3,864,400                    | 121,000                        |
| Federal Revenue                  | 3,375             | 4,000             | -                             | 4,000                        | 4,000                          |
| Non-Revenue Receipts             | 610,180           | 622,080           | 630,000                       | 780,000                      | 150,000                        |
| <b>TOTAL REVENUE</b>             | <b>4,243,056</b>  | <b>4,305,965</b>  | <b>4,380,000</b>              | <b>4,655,000</b>             | <b>275,000</b>                 |

|                                      |                  |                  |                  |                  |                |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------|
| <b>Expenditure by Classification</b> |                  |                  |                  |                  |                |
| Personnel Services                   | 1,373,341        | 1,366,960        | 1,558,000        | 1,642,800        | 84,800         |
| Contractual Services                 | 1,586,055        | 1,376,351        | 1,364,500        | 1,398,300        | 33,800         |
| Internal Services                    | 360,033          | 291,072          | 337,600          | 338,600          | 1,000          |
| Other Charges                        | 909,837          | 877,410          | 989,900          | 995,300          | 5,400          |
| Capital                              | 127,021          | 313,716          | 130,000          | 280,000          | 150,000        |
| <b>TOTAL EXPENDITURES</b>            | <b>4,356,287</b> | <b>4,225,509</b> | <b>4,380,000</b> | <b>4,655,000</b> | <b>275,000</b> |

## Staffing Summary:

| Full-Time Employees | FY 2017     | FY 2018     | FY 2019     | FY 2020     | Inc/(Dec) |
|---------------------|-------------|-------------|-------------|-------------|-----------|
| Admin Division      | 3.0         | 3.0         | 3.0         | 3.0         | 0         |
| Streets Division    | 13.0        | 13.0        | 13.0        | 13.0        | 0         |
| Snow & Ice Removal  | 1.0         | 1.0         | 1.0         | 1.0         | 0         |
| Traffic Division    | 5.0         | 5.0         | 6.0         | 6.0         | 0         |
| Trees Division      | 2.0         | 2.0         | 2.0         | 2.0         | 0         |
| <b>Total</b>        | <b>24.0</b> | <b>24.0</b> | <b>25.0</b> | <b>25.0</b> | <b>0</b>  |

# Highway Maintenance Fund

## Revenue Detail:

| REVENUE                         | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Interest Earnings               | 5                 | -                 | -                             | -                            | -                              |
| General Property Rental         | 6,600             | 6,600             | 6,600                         | 6,600                        | -                              |
| USE OF MONEY                    | 6,605             | 6,600             | 6,600                         | 6,600                        | -                              |
| Sale of Surplus Property        | 9,920             | 9,800             | -                             | -                            | -                              |
| MISCELLANEOUS                   | 9,920             | 9,800             | -                             | -                            | -                              |
| Public Works                    | 150               | 16,025            | -                             | -                            | -                              |
| RECOVERED COSTS                 | 150               | 16,025            | -                             | -                            | -                              |
| Street & Highway Maintenance    | 3,079,653         | 3,171,137         | 3,243,400                     | 3,364,400                    | 121,000                        |
| Revenue Sharing Grant           | 533,173           | 476,323           | 500,000                       | 500,000                      | -                              |
| STATE REVENUE                   | 3,612,826         | 3,647,460         | 3,743,400                     | 3,864,400                    | 121,000                        |
| Department of Forestry          | 3,375             | 4,000             | -                             | 4,000                        | 4,000                          |
| FEDERAL REVENUE                 | 3,375             | 4,000             | -                             | 4,000                        | 4,000                          |
| Insurance Recoveries            | 5,180             | 16,330            | -                             | -                            | -                              |
| General Fund                    | 605,000           | 605,750           | 630,000                       | 780,000                      | 150,000                        |
| NON-REVENUE RECEIPTS            | 610,180           | 622,080           | 630,000                       | 780,000                      | 150,000                        |
| <b>TOTAL HIGHWAY MAINT FUND</b> | <b>4,243,056</b>  | <b>4,305,965</b>  | <b>4,380,000</b>              | <b>4,655,000</b>             | <b>275,000</b>                 |

# Highway Maintenance Fund

## Expenditure Detail:

| EXPENDITURES                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>ADMINISTRATION</b>         |                   |                   |                               |                              |                                |
| Regular                       | 164,343           | 143,514           | 150,186                       | 155,955                      | 5,769                          |
| Overtime                      | 2,912             | 5,094             | 3,000                         | 3,000                        | -                              |
| Part-time                     | 3,118             | 2,209             | -                             | -                            | -                              |
| FICA                          | 12,652            | 11,223            | 11,054                        | 11,159                       | 105                            |
| VRS-Employer                  | 15,089            | 13,756            | 13,501                        | 14,021                       | 520                            |
| Retirees                      | 19,845            | 19,517            | 20,000                        | 14,300                       | (5,700)                        |
| Insurance-Employer            | 2,059             | 1,879             | 1,967                         | 2,043                        | 76                             |
| VA Local Disability Plan      | -                 | -                 | -                             | 230                          | 230                            |
| Worker's Compensation         | 114               | 98                | 102                           | 105                          | 3                              |
| Benefits Admin Fee            | 111               | 102               | 105                           | 105                          | -                              |
| Employee Benefits             | 22,847            | 20,735            | 22,404                        | 33,295                       | 10,891                         |
| VRS Health Insurance Credit   | 204               | 186               | 181                           | 187                          | 6                              |
| PERSONNEL                     | 243,294           | 218,313           | 222,500                       | 234,400                      | 11,900                         |
| Engineering & Architect       | 2,775             | 175               | -                             | -                            | -                              |
| Repairs & Maintenance         | 6,813             | 1,515             | 5,500                         | 5,500                        | -                              |
| Vehicle Repairs & Maintenance | 414               | 147               | 100                           | 100                          | -                              |
| Computer Services             | 337               | 1,472             | 1,600                         | 4,400                        | 2,800                          |
| Printing & Binding            | 30                | -                 | 300                           | 300                          | -                              |
| CONTRACTUAL SERV              | 10,369            | 3,309             | 7,500                         | 10,300                       | 2,800                          |
| Fleet Fuel                    | 155               | 299               | 200                           | 200                          | -                              |
| Fleet Parts                   | 622               | 41                | 300                           | 300                          | -                              |
| Fleet Labor                   | 678               | 470               | 800                           | 800                          | -                              |
| INTERNAL SERVICES             | 1,455             | 810               | 1,300                         | 1,300                        | -                              |
| Postal Services               | 222               | 36                | 200                           | 200                          | -                              |
| Telecommunications            | 1,213             | 169               | 2,000                         | 2,000                        | -                              |
| Property Insurance            | 2,032             | 1,854             | 2,100                         | 2,100                        | -                              |
| Motor Vehicle Insurance       | 1,080             | 1,114             | 1,500                         | 1,500                        | -                              |
| Office Equipment Rental       | 1,350             | 1,371             | 1,500                         | 1,500                        | -                              |
| Mileage                       | -                 | -                 | 600                           | 600                          | -                              |
| Travel & Training             | 452               | 569               | 2,000                         | 2,000                        | -                              |
| Office Supplies               | 2,790             | 653               | 2,800                         | 2,800                        | -                              |
| Food & Food Service           | 467               | 831               | 1,000                         | 1,000                        | -                              |



# Highway Maintenance Fund

## Expenditure Detail - continued:

| EXPENDITURES                      | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>ADMINISTRATION - continued</b> |                   |                   |                               |                              |                                |
| Laundry & Janitorial              | 558               | 725               | 200                           | 200                          | -                              |
| Building Repair & Maintenance     | 255               | 19                | 200                           | 200                          | -                              |
| Uniforms & Apparel                | 142               | 136               | 200                           | 200                          | -                              |
| Books & Subscriptions             | 125               | -                 | 200                           | 200                          | -                              |
| Other Operating Supplies          | 1,994             | 658               | 1,000                         | 1,000                        | -                              |
| Computer Supplies                 | -                 | -                 | 3,600                         | 3,600                        | -                              |
| OTHER CHARGES                     | 12,680            | 8,135             | 19,100                        | 19,100                       | -                              |
| Computer Software                 | -                 | 26,590            | -                             | -                            | -                              |
| CAPITAL                           | -                 | 26,590            | -                             | -                            | -                              |
| <b>TOTAL ADMINISTRATION</b>       | <b>267,798</b>    | <b>257,157</b>    | <b>250,400</b>                | <b>265,100</b>               | <b>14,700</b>                  |
| <b>STREETS</b>                    |                   |                   |                               |                              |                                |
| Regular                           | 459,948           | 439,237           | 462,111                       | 484,795                      | 22,684                         |
| Overtime                          | 52,004            | 63,298            | 50,000                        | 65,000                       | 15,000                         |
| Part-time                         | -                 | -                 | 15,000                        | 15,000                       | -                              |
| FICA                              | 37,856            | 37,053            | 38,756                        | 42,210                       | 3,454                          |
| VRS-Employer                      | 39,880            | 40,692            | 42,128                        | 42,807                       | 679                            |
| Retirees                          | 5,424             | 10,450            | 12,000                        | 14,300                       | 2,300                          |
| Insurance-Employer                | 5,447             | 5,559             | 6,053                         | 6,239                        | 186                            |
| VA Local Disability Plan          | 588               | 674               | 1,308                         | 1,061                        | (247)                          |
| Worker's Compensation             | 21,184            | 20,421            | 21,921                        | 20,631                       | (1,290)                        |
| Tuition Assistance                | -                 | 800               | -                             | -                            | -                              |
| Benefits Admin Fee                | 447               | 448               | 474                           | 483                          | 9                              |
| Employee Benefits                 | 99,751            | 104,245           | 120,895                       | 139,002                      | 18,107                         |
| VRS Health Insurance Credit       | 539               | 553               | 554                           | 572                          | 18                             |
| PERSONNEL                         | 723,068           | 723,430           | 771,200                       | 832,100                      | 60,900                         |
| Engineering & Architect           | 49,450            | -                 | -                             | -                            | -                              |
| Repairs & Maintenance             | 91,481            | 64,152            | 40,000                        | 65,000                       | 25,000                         |
| Vehicle Repair & Maintenance      | 1,931             | 1,394             | 2,000                         | 2,000                        | -                              |
| R & M Sidewalk Repair             | 2,738             | -                 | 3,000                         | 3,000                        | -                              |
| R & M Resurfacing/Planing         | 1,068,506         | 971,501           | 1,000,000                     | 1,000,000                    | -                              |

# Highway Maintenance Fund

## Expenditure Detail - continued:

| EXPENDITURES                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>STREETS - continued</b>    |                   |                   |                               |                              |                                |
| Printing & Binding            | 170               | -                 | 800                           | 800                          | -                              |
| Laundry & Dry Cleaning        | 12,243            | 11,934            | 12,500                        | 12,500                       | -                              |
| Refuse Service                | 270               | 308               | 800                           | 800                          | -                              |
| CONTRACTUAL SERV              | 1,226,789         | 1,049,289         | 1,059,100                     | 1,084,100                    | 25,000                         |
| Fleet Fuel                    | 32,514            | 37,988            | 40,000                        | 40,000                       | -                              |
| Fleet Parks                   | 104,077           | 73,898            | 80,000                        | 80,000                       | -                              |
| Fleet Labor                   | 168,747           | 130,227           | 150,000                       | 150,000                      | -                              |
| INTERNAL SERVICES             | 305,338           | 242,113           | 270,000                       | 270,000                      | -                              |
| Electrical Services           | 7,872             | 7,482             | 8,000                         | 8,000                        | -                              |
| Heating Services              | 3,301             | 5,481             | 4,000                         | 6,500                        | 2,500                          |
| Telecommunications            | 3,697             | 956               | 1,000                         | 1,000                        | -                              |
| Motor Vehicle Insurance       | 9,234             | 9,514             | 10,500                        | 10,500                       | -                              |
| Equipment Rental              | 39,568            | 4,417             | 5,000                         | 5,000                        | -                              |
| Office Equipment Rental       | 1,350             | 1,371             | 1,200                         | 1,200                        | -                              |
| Travel & Training             | 510               | 710               | 2,000                         | 2,000                        | -                              |
| Office Supplies               | 350               | 191               | 500                           | 500                          | -                              |
| Food & Food Service           | 2,397             | 2,944             | 2,500                         | 3,000                        | 500                            |
| Landscaping/Agricultural      | 8,903             | 17,752            | 10,000                        | 10,000                       | -                              |
| Laundry & Janitorial          | 726               | 1,096             | 1,500                         | 1,500                        | -                              |
| Building Repair & Maintenance | 2,473             | 4,968             | 5,000                         | 5,000                        | -                              |
| Vehicle & Equipment Fuels     | 160               | 15                | 300                           | 300                          | -                              |
| Vehicle & Equip Supplies      | 26,192            | 7,171             | 5,000                         | 10,000                       | 5,000                          |
| Uniforms & Apparel            | 7,022             | 6,917             | 10,000                        | 10,000                       | -                              |
| Books & Subscriptions         | 334               | 264               | -                             | -                            | -                              |
| Other Operating Supplies      | 378               | 184               | 1,500                         | 1,500                        | -                              |
| Streets & Sidewalks           | 49,631            | 58,388            | 45,000                        | 45,000                       | -                              |
| OTHER CHARGES                 | 164,098           | 129,821           | 113,000                       | 121,000                      | 8,000                          |
| Motor Vehicle & Equipment     | 127,021           | 287,126           | -                             | 280,000                      | 280,000                        |
| CAPITAL                       | 127,021           | 287,126           | -                             | 280,000                      | 280,000                        |
| <b>TOTAL STREETS</b>          | <b>2,546,314</b>  | <b>2,431,779</b>  | <b>2,213,300</b>              | <b>2,587,200</b>             | <b>373,900</b>                 |

# Highway Maintenance Fund

## Expenditure Detail - continued:

| EXPENDITURES                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>STORM DRAINAGE</b>         |                   |                   |                               |                              |                                |
| Regular                       | 236               | -                 | -                             | -                            | -                              |
| FICA                          | 18                | -                 | -                             | -                            | -                              |
| VRS-Employer                  | 24                | -                 | -                             | -                            | -                              |
| Insurance-Employer            | 3                 | -                 | -                             | -                            | -                              |
| Worker's Compensation         | 10                | -                 | -                             | -                            | -                              |
| PERSONNEL                     | 291               | -                 | -                             | -                            | -                              |
| Repairs & Maintenance         | 84,906            | 22,595            | 20,000                        | 20,000                       | -                              |
| CONTRACTUAL SERV              | 84,906            | 22,595            | 20,000                        | 20,000                       | -                              |
| Building Repair & Maintenance | 4,278             | 5,325             | 5,000                         | 5,000                        | -                              |
| Streets & Sidewalks           | 830               | 5,602             | 1,000                         | 1,000                        | -                              |
| OTHER CHARGES                 | 5,108             | 10,927            | 6,000                         | 6,000                        | -                              |
| <b>TOTAL STORM DRAINAGE</b>   | <b>90,305</b>     | <b>33,522</b>     | <b>26,000</b>                 | <b>26,000</b>                | <b>-</b>                       |
| <b>STREET LIGHTS</b>          |                   |                   |                               |                              |                                |
| Electrical Services           | 459,440           | 455,768           | 460,000                       | 469,200                      | 9,200                          |
| OTHER CHARGES                 | 459,440           | 455,768           | 460,000                       | 469,200                      | 9,200                          |
| <b>TOTAL STREET LIGHTS</b>    | <b>459,440</b>    | <b>455,768</b>    | <b>460,000</b>                | <b>469,200</b>               | <b>9,200</b>                   |
| <b>SNOW &amp; ICE REMOVAL</b> |                   |                   |                               |                              |                                |
| Regular                       | 25,678            | 36,847            | 26,814                        | 45,000                       | 18,186                         |
| Overtime                      | 900               | 105               | 40,000                        | 5,000                        | (35,000)                       |
| FICA                          | 1,954             | 2,728             | 5,229                         | 3,413                        | (1,816)                        |
| VRS-Employer                  | 2,058             | 3,248             | 2,743                         | 2,797                        | 54                             |
| Insurance-Employer            | 281               | 445               | 400                           | 408                          | 8                              |
| VA Local Disability Plan      | 41                | 69                | -                             | -                            | -                              |
| Worker's Compensation         | 972               | 1,289             | 2,841                         | 1,709                        | (1,132)                        |
| Benefits Admin Fee            | 15                | 43                | 36                            | 36                           | -                              |
| VRS Health Insurance Credit   | 28                | 40                | 37                            | 37                           | -                              |
| PERSONNEL                     | 31,927            | 44,814            | 78,100                        | 58,400                       | (19,700)                       |

# Highway Maintenance Fund

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

| <b>EXPENDITURES</b>                      | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|--|---------------------------|---------------------------|--|---------------------------------------|---|
| <b><i>SNOW &amp; ICE - continued</i></b> |                           |                           |  |                                       |   |
| Repairs & Maintenance                    | 23,358                    | 24,723                    | 25,000                                 | 25,000                                | -                                       |
| Vehicle Repairs & Maintenance            | 9,943                     | -                         | -                                      | -                                     | -                                       |
| CONTRACTUAL SERVICES                     | 33,301                    | 24,723                    | 25,000                                 | 25,000                                | -                                       |
| Fleet Fuel                               | -                         | -                         | 800                                    | 100                                   | (700)                                   |
| Fleet Parts                              | 10,889                    | 8,251                     | 25,000                                 | 25,000                                | -                                       |
| Fleet Labor                              | 6,540                     | 8,902                     | 7,000                                  | 8,700                                 | 1,700                                   |
| INTERNAL SERVICES                        | 17,429                    | 17,153                    | 32,800                                 | 33,800                                | 1,000                                   |
| Electrical Services                      | 1,665                     | 2,454                     | 1,500                                  | 1,800                                 | 300                                     |
| Travel, Training & Education             | 1,071                     | 661                       | -                                      | -                                     | -                                       |
| Food & Food Service                      | 1,805                     | 1,596                     | 2,000                                  | 2,000                                 | -                                       |
| Building Repair & Maintenance            | 4,051                     | -                         | 1,500                                  | 1,500                                 | -                                       |
| Vehicle & Equip Supplies                 | 4,016                     | 9,266                     | 5,000                                  | 5,000                                 | -                                       |
| Chemicals                                | 4,689                     | 32,452                    | 100,000                                | 100,000                               | -                                       |
| OTHER CHARGES                            | 17,297                    | 46,429                    | 110,000                                | 110,300                               | 300                                     |
| <b>TOTAL SNOW &amp; ICE</b>              | <b>99,954</b>             | <b>133,119</b>            | <b>245,900</b>                         | <b>227,500</b>                        | <b>(18,400)</b>                         |
| <b><i>TRAFFIC SIGNALS</i></b>            |                           |                           |  |                                       |   |
| Regular                                  | 160,637                   | 162,908                   | 240,437                                | 252,200                               | 11,763                                  |
| Overtime                                 | 27,315                    | 33,009                    | 28,000                                 | 28,000                                | -                                       |
| FICA                                     | 14,117                    | 14,745                    | 20,326                                 | 21,006                                | 680                                     |
| VRS-Employer                             | 14,598                    | 15,734                    | 22,082                                 | 22,672                                | 590                                     |
| Insurance-Employer                       | 1,992                     | 2,149                     | 3,191                                  | 3,304                                 | 113                                     |
| VA Local Disability Plan                 | 273                       | 282                       | 884                                    | 757                                   | (127)                                   |
| Worker's Compensation                    | 7,775                     | 7,984                     | 10,050                                 | 10,444                                | 394                                     |
| Benefits Admin Fee                       | 161                       | 161                       | 216                                    | 216                                   | -                                       |
| Employee Benefits                        | 36,307                    | 33,973                    | 42,625                                 | 54,297                                | 11,672                                  |
| VRS Health Insurance Credit              | 198                       | 214                       | 289                                    | 304                                   | 15                                      |
| PERSONNEL                                | 263,373                   | 271,159                   | 368,100                                | 393,200                               | 25,100                                  |

# Highway Maintenance Fund

## Expenditure Detail - continued:

| EXPENDITURES                       | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>TRAFFIC SIGNALS - continued</b> |                   |                   |                               |                              |                                |
| Repairs & Maintenance              | 32,633            | 42,757            | 25,000                        | 31,000                       | 6,000                          |
| Vehicle Repairs & Maintenance      | 270               | 1,395             | 1,500                         | 1,500                        | -                              |
| R & M Street Striping              | 30,135            | 71,643            | 75,000                        | 75,000                       | -                              |
| Printing & Binding                 | 30                | 311               | 100                           | 100                          | -                              |
| Miss Utility Service               | 609               | 589               | 700                           | 700                          | -                              |
| CONTRACTUAL SERV                   | 63,677            | 116,695           | 102,300                       | 108,300                      | 6,000                          |
| Fleet Fuel                         | 3,862             | 4,725             | 5,000                         | 5,000                        | -                              |
| Fleet Parts                        | 6,430             | 2,690             | 8,000                         | 8,000                        | -                              |
| Fleet Labor                        | 13,187            | 8,017             | 10,000                        | 10,000                       | -                              |
| INTERNAL SERVICES                  | 23,479            | 15,432            | 23,000                        | 23,000                       | -                              |
| Electrical Services                | 57,245            | 56,263            | 60,000                        | 61,200                       | 1,200                          |
| Heating Services                   | 1,375             | 1,245             | 1,500                         | 1,500                        | -                              |
| Postal Services                    | 172               | 279               | 200                           | 200                          | -                              |
| Telecommunications                 | 9,179             | 10,663            | 9,000                         | 15,000                       | 6,000                          |
| Motor Vehicle Insurance            | 3,511             | 3,480             | 6,000                         | 6,000                        | -                              |
| Equipment Rental                   | 450               | -                 | 2,000                         | 2,000                        | -                              |
| Mileage & Transportation           | -                 | 551               | -                             | -                            | -                              |
| Travel, Training & Education       | 490               | 3,377             | 4,000                         | 4,000                        | -                              |
| Dues & Memberships                 | 425               | 705               | -                             | 700                          | 700                            |
| Office Supplies                    | 357               | 138               | 1,000                         | 1,000                        | -                              |
| Food & Food Service                | 245               | 401               | 300                           | 300                          | -                              |
| Landscaping Supplies               | 122               | 1,153             | 2,500                         | 2,500                        | -                              |
| Laundry & Janitorial               | 302               | 263               | 500                           | 500                          | -                              |
| Building Repair & Maintenance      | 65,460            | 49,691            | 85,000                        | 65,000                       | (20,000)                       |
| Vehicle & Equipment Fuels          | 1,291             | 551               | 1,500                         | 1,500                        | -                              |
| Vehicle & Equip Supplies           | 1,228             | 995               | 2,000                         | 2,000                        | -                              |
| Uniforms & Apparel                 | 3,051             | 3,199             | 3,200                         | 3,200                        | -                              |
| Books & Subscriptions              | -                 | 1,526             | 1,000                         | 1,000                        | -                              |
| Other Operating Supplies           | 954               | 7,881             | 500                           | 500                          | -                              |
| Signs                              | 67,450            | 48,560            | 60,000                        | 60,000                       | -                              |
| Pavement Marking Materials         | 22,828            | 23,131            | 25,000                        | 25,000                       | -                              |
| OTHER CHARGES                      | 236,135           | 214,052           | 265,200                       | 253,100                      | (12,100)                       |
| <b>TOTAL TRAFFIC SIGNALS</b>       | <b>586,664</b>    | <b>617,338</b>    | <b>758,600</b>                | <b>777,600</b>               | <b>19,000</b>                  |

# Highway Maintenance Fund

## Expenditure Detail - continued:

| EXPENDITURES                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>TREES DIVISION</b>         |                   |                   |                               |                              |                                |
| Regular                       | 72,035            | 71,866            | 77,302                        | 80,146                       | 2,844                          |
| Overtime                      | 3,184             | 4,390             | 2,000                         | 3,800                        | 1,800                          |
| FICA                          | 5,265             | 5,412             | 5,520                         | 7,126                        | 1,606                          |
| VRS-Employer                  | 6,570             | 6,368             | 7,134                         | 7,354                        | 220                            |
| Insurance-Employer            | 902               | 870               | 1,013                         | 1,050                        | 37                             |
| VA Local Disability Insurance | 164               | 131               | 238                           | 328                          | 90                             |
| Worker's Compensation         | 3,147             | 3,147             | 3,277                         | 3,685                        | 408                            |
| Benefits Admin Fee            | 68                | 62                | 72                            | 72                           | -                              |
| Employee Benefits             | 19,963            | 16,912            | 21,451                        | 21,025                       | (426)                          |
| VRS Health Insurance Credit   | 90                | 86                | 93                            | 114                          | 21                             |
| PERSONNEL                     | 111,388           | 109,244           | 118,100                       | 124,700                      | 6,600                          |
| Repairs & Maintenance         | 166,710           | 159,740           | 150,000                       | 150,000                      | -                              |
| Printing & Binding            | 235               | -                 | 100                           | 200                          | 100                            |
| Laundry & Dry Cleaning        | 68                | -                 | 500                           | 400                          | (100)                          |
| CONTRACTUAL SERV              | 167,013           | 159,740           | 150,600                       | 150,600                      | -                              |
| Fleet Fuel                    | 2,316             | 1,841             | 2,500                         | 2,500                        | -                              |
| Fleet Parts                   | 1,663             | 1,937             | 2,000                         | 2,000                        | -                              |
| Fleet Labor                   | 8,353             | 11,786            | 6,000                         | 6,000                        | -                              |
| INTERNAL SERVICES             | 12,332            | 15,564            | 10,500                        | 10,500                       | -                              |
| Postal Services               | 143               | 5                 | 100                           | 100                          | -                              |
| Telecommunications            | 1,687             | 769               | 2,000                         | 2,000                        | -                              |
| Motor Vehicle Insurance       | 337               | 347               | 500                           | 500                          | -                              |
| Mileage & Transportation      | 242               | 246               | 500                           | 500                          | -                              |
| Travel & Training             | 1,528             | 1,098             | 1,500                         | 1,500                        | -                              |
| Dues & Memberships            | 265               | 270               | 500                           | 500                          | -                              |
| Office Supplies               | 286               | 74                | 300                           | 300                          | -                              |
| Food & Food Services          | 80                | 65                | 100                           | 100                          | -                              |
| Landscaping/Agricultural      | 6,903             | 7,495             | 7,500                         | 7,500                        | -                              |
| Vehicle & Equipment Fuels     | 205               | 19                | 200                           | 200                          | -                              |
| Vehicle & Equipment           | 1,526             | 61                | 1,500                         | 1,500                        | -                              |
| Uniforms & Apparel            | 1,707             | 1,709             | 1,500                         | 1,500                        | -                              |

## Highway Maintenance Fund

### *Expenditure Detail - continued:*

| EXPENDITURES                    | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b><i>TREES - continued</i></b> |                   |                   |                               |                              |                                |
| Books & Subscriptions           | 66                | 70                | 200                           | 200                          | -                              |
| Other Operating Supplies        | 104               | 50                | 200                           | 200                          | -                              |
| OTHER CHARGES                   | 15,079            | 12,278            | 16,600                        | 16,600                       | -                              |
| Motor Vehicle & Equipment       | -                 | -                 | 130,000                       | -                            | (130,000)                      |
| CAPITAL                         | -                 | -                 | 130,000                       | -                            | (130,000)                      |
| <b>TOTAL TREES DIVISION</b>     | <b>305,812</b>    | <b>296,826</b>    | <b>425,800</b>                | <b>302,400</b>               | <b>(123,400)</b>               |
| <b>TOTAL HIGHWAY MAINT FUND</b> | <b>4,356,287</b>  | <b>4,225,509</b>  | <b>4,380,000</b>              | <b>4,655,000</b>             | <b>275,000</b>                 |

## Transit Fund

Winchester Transit directly operates public transportation services within the City of Winchester through seven (7) fixed routes, one trolley route, and a complimentary Americans with Disabilities Act (ADA) para-transit service.

***Council Goal: Advance the quality of life for all Winchester residents by increasing cultural, recreational and tourism opportunities; enhance and maintain infrastructure; and promote and improve public safety***

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

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

| Indicators            | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Estimated | 2020<br>Projected |
|-----------------------|----------------|----------------|----------------|-------------------|-------------------|
| <b>Measures</b>       |                |                |                |                   |                   |
| Ridership             | 138,961        | 143,208        | 139,998        | 132,000           | 132,000           |
| Vehicle Revenue Miles | 197,472        | 193,576        | 193,935        | 190,000           | 190,000           |
| Vehicle Revenue Hours | 18,732         | 18,390         | 18,079         | 18,000            | 18,000            |
| Reportable Incidents  | 7              | 3              | 0              | 1                 | 1                 |
| Injuries              | 1              | 1              | 0              | 0                 | 0                 |

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

|                                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|----------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Revenue by Classification</b> |                   |                   |                               |                              |                                |
| Charges for Services             | 114,756           | 113,115           | 110,000                       | 110,000                      | -                              |
| Miscellaneous Revenue            | 106               | -                 | -                             | -                            | -                              |
| State Revenue                    | 279,157           | 206,417           | 206,000                       | 206,000                      | -                              |
| Federal Revenue                  | 883,816           | 456,482           | 439,000                       | 495,700                      | 56,700                         |
| Non-Revenue Receipts             | 227,083           | 211,550           | 252,000                       | 289,300                      | 37,300                         |
| <b>TOTAL REVENUE</b>             | <b>1,504,918</b>  | <b>987,564</b>    | <b>1,007,000</b>              | <b>1,101,000</b>             | <b>94,000</b>                  |



# Transit Fund

## Revenues and Expenditure Summary:

|                                      | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Expenditure by Classification</b> |                   |                   |                               |                              |                                |
| Personnel Services                   | 653,680           | 675,670           | 717,300                       | 817,800                      | 100,500                        |
| Contractual Services                 | 61,546            | 54,123            | 51,100                        | 50,600                       | (500)                          |
| Internal Services                    | 154,574           | 194,093           | 182,000                       | 177,000                      | (5,000)                        |
| Other Charges                        | 41,995            | 63,584            | 56,600                        | 55,600                       | (1,000)                        |
| Capital                              | 593,526           | -                 | -                             | -                            | -                              |
| <b>TOTAL EXPENDITURES</b>            | <b>1,505,321</b>  | <b>987,470</b>    | <b>1,007,000</b>              | <b>1,101,000</b>             | <b>94,000</b>                  |

## Staffing Summary:

| Full-Time Employees   | FY 2017     | FY 2018     | FY 2019     | FY 2020     | Inc/(Dec) |
|-----------------------|-------------|-------------|-------------|-------------|-----------|
| Fixed Route Division  | 9.0         | 9.0         | 9.0         | 9.0         | 0         |
| Para Transit Division | 3.0         | 3.0         | 3.0         | 3.0         | 0         |
| <b>Total</b>          | <b>12.0</b> | <b>12.0</b> | <b>12.0</b> | <b>12.0</b> | <b>0</b>  |

## Revenue Detail:

| REVENUE                     | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Fixed Route - Meter Fares   | 65,071            | 63,866            | 65,000                        | 65,000                       | -                              |
| Fixed Route - Adult Fares   | 11,053            | 6,885             | 9,000                         | 8,000                        | (1,000)                        |
| Fixed Route - Half Fares    | 4,180             | 4,170             | 3,000                         | 4,000                        | 1,000                          |
| Para-transit Meter Fares    | 2,835             | 2,611             | 2,800                         | 3,000                        | 200                            |
| Advertising                 | 25,737            | 25,440            | 22,700                        | 23,000                       | 300                            |
| Trolley Meter Fares         | 1,045             | 435               | 2,500                         | 2,000                        | (500)                          |
| Para-transit Adult Ticket   | 10                | 4,777             | -                             | -                            | -                              |
| Para-transit Half Fare      | 4,825             | 4,931             | 5,000                         | 5,000                        | -                              |
| <b>CHARGES FOR SERVICES</b> | <b>114,756</b>    | <b>113,115</b>    | <b>110,000</b>                | <b>110,000</b>               | <b>-</b>                       |

# Transit Fund

## Revenue Detail - continued:

| REVENUE                      | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Miscellaneous                | 106               | -                 | -                             | -                            | -                              |
| MISC REVENUE                 | 106               | -                 | -                             | -                            | -                              |
| Formula Assistance           | 189,023           | 206,417           | 206,000                       | 206,000                      | -                              |
| Capital Projects             | 90,134            | -                 | -                             | -                            | -                              |
| STATE REVENUE                | 279,157           | 206,417           | 206,000                       | 206,000                      | -                              |
| Federal Programs             | 407,856           | 439,517           | 439,000                       | 495,700                      | 56,700                         |
| Capital Projects             | 475,960           | 16,965            | -                             | -                            | -                              |
| FEDERAL REVENUE              | 883,816           | 456,482           | 439,000                       | 495,700                      | 56,700                         |
| Insurance Recoveries         | 6,083             | 4,250             | -                             | -                            | -                              |
| General Fund                 | 221,000           | 207,300           | 252,000                       | 289,300                      | 37,300                         |
| NON-REVENUE RECEIPTS         | 227,083           | 211,550           | 252,000                       | 289,300                      | 37,300                         |
| <b>TOTAL TRANSIT REVENUE</b> | <b>1,504,918</b>  | <b>987,564</b>    | <b>1,007,000</b>              | <b>1,101,000</b>             | <b>94,000</b>                  |

## Expenditure Detail:

| EXPENDITURES               | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>FIXED ROUTE SERVICE</b> |                   |                   |                               |                              |                                |
| Regular                    | 284,848           | 299,786           | 333,782                       | 403,679                      | 69,897                         |
| Overtime                   | 33,502            | 38,884            | 25,000                        | 30,000                       | 5,000                          |
| Part-time Non-Classified   | 43,324            | 35,277            | 15,808                        | 15,808                       | -                              |
| FICA                       | 27,044            | 28,026            | 28,601                        | 34,430                       | 5,829                          |
| VRS-Employer               | 25,819            | 27,626            | 30,270                        | 36,174                       | 5,904                          |
| Retirees                   | 9,922             | 9,759             | 10,000                        | 6,325                        | (3,675)                        |
| Insurance-Employer         | 3,524             | 3,774             | 4,359                         | 5,272                        | 913                            |
| VA Local Disability Plan   | 349               | 504               | 860                           | 1,149                        | 289                            |
| Worker's Compensation      | 5,804             | 6,178             | 6,519                         | 7,636                        | 1,117                          |

# Transit Fund

## Expenditure Detail - continued:

|  | FY 2017 | FY 2018 | FY 2019  | FY 2020 | FY 2020   |
|--|---------|---------|----------|---------|-----------|
|  | ACTUAL  | ACTUAL  | ORIGINAL | ADOPTED | BUDGET    |
| EXPENDITURES                           |         |         | BUDGET   | BUDGET  | Inc/(Dec) |
| <b>FIXED ROUTE SERVICE - continued</b> |         |         |          |         |           |
| Benefits Admin Fee                     | 282     | 297     | 323      | 395     | 72        |
| Employee Benefits                      | 63,078  | 59,359  | 69,079   | 90,687  | 21,608    |
| VRS Health Insurance Credit            | 349     | 374     | 399      | 545     | 146       |
| PERSONNEL                              | 497,845 | 509,844 | 525,000  | 632,100 | 107,100   |
| Medical, Dental, & Hospital            | 1,230   | 1,189   | 1,500    | 1,500   | -         |
| Other Professional Services            | -       | 112     | 100      | 100     | -         |
| Repairs & Maintenance                  | 18,002  | 6,113   | 7,000    | 7,000   | -         |
| Vehicle Repair & Maintenance Services  | 1,142   | 4,752   | 2,000    | 2,000   | -         |
| Computer/Hardware Service Contracts    | 32,219  | 33,509  | 32,000   | 32,000  | -         |
| Printing & Binding                     | 5,946   | 4,343   | 4,000    | 4,000   | -         |
| Local Media                            | 127     | 725     | 1,500    | 1,000   | (500)     |
| Laundry & Dry Cleaning                 | 2,880   | 3,131   | 3,000    | 3,000   | -         |
| Other Purchased Services               | -       | 249     | -        | -       | -         |
| CONTRACTUAL SERVICES                   | 61,546  | 54,123  | 51,100   | 50,600  | (500)     |
| Fleet Fuel                             | 38,087  | 46,925  | 42,000   | 42,000  | -         |
| Fleet Parts                            | 30,316  | 24,720  | 35,000   | 30,000  | (5,000)   |
| Fleet Labor                            | 44,939  | 76,287  | 65,000   | 65,000  | -         |
| INTERNAL SERVICES                      | 113,342 | 147,932 | 142,000  | 137,000 | (5,000)   |
| Electrical Services                    | 4,888   | 4,791   | 5,500    | 5,500   | -         |
| Heating Services                       | 1,557   | 3,049   | 3,000    | 3,000   | -         |
| Water & Sewer                          | 1,108   | 2,302   | 1,500    | 1,500   | -         |
| Postal Services                        | 222     | 242     | 300      | 300     | -         |
| Telecommunications                     | 5,659   | 5,693   | 6,000    | 6,000   | -         |
| Property Insurance                     | 1,588   | 1,236   | 2,000    | 2,000   | -         |
| Motor Vehicle Insurance                | 8,279   | 11,631  | 15,000   | 15,000  | -         |
| General Liability Insurance            | 2,011   | 2,842   | 3,200    | 3,200   | -         |
| Mileage                                | 310     | 189     | 500      | 2,000   | 1,500     |
| Travel - Convention & Education        | 593     | 1,657   | 1,000    | 1,000   | -         |
| Dues & Association Memberships         | 687     | 812     | 1,000    | 1,000   | -         |
| Miscellaneous Charges & Fees           | 145     | -       | -        | -       | -         |
| Background Checks                      | 365     | 234     | 300      | 300     | -         |
| Office Supplies                        | 1,330   | 1,136   | 1,500    | 1,500   | -         |
| Food & Food Service                    | -       | 139     | -        | -       | -         |

# Transit Fund

## Expenditure Detail - continued:

| EXPENDITURES                           | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>FIXED ROUTE SERVICE - continued</b> |                   |                   |                               |                              |                                |
| Medical & Laboratory                   | 500               | 563               | 600                           | 600                          | -                              |
| Laundry & Janitorial Services          | 1,604             | 1,585             | 2,000                         | 2,000                        | -                              |
| Building Repair & Maintenance          | 84                | 586               | 200                           | 200                          | -                              |
| Vehicle & Equipment Fuels              | 731               | 10                | -                             | -                            | -                              |
| Vehicle & Equipment Supplies           | 2,801             | 9,910             | 1,000                         | 1,000                        | -                              |
| Uniforms & Apparel                     | 902               | 2,214             | 2,000                         | 2,000                        | -                              |
| Other Operating Supplies               | 6,339             | 1,642             | 10,000                        | 5,000                        | (5,000)                        |
| Computer/Hardware Supplies             | 292               | 11,121            | -                             | 2,500                        | 2,500                          |
| OTHER CHARGES                          | 41,995            | 63,584            | 56,600                        | 55,600                       | (1,000)                        |
| Machinery & Equipment                  | 593,526           | -                 | -                             | -                            | -                              |
| CAPITAL                                | 593,526           | -                 | -                             | -                            | -                              |
| <b>TOTAL FIXED ROUTE SERVICE</b>       | <b>1,308,254</b>  | <b>775,483</b>    | <b>774,700</b>                | <b>875,300</b>               | <b>100,600</b>                 |
| <b>PARATRANSIT SERVICE</b>             |                   |                   |                               |                              |                                |
| Regular                                | 91,761            | 96,848            | 106,746                       | 105,359                      | (1,387)                        |
| Overtime                               | 3,547             | 4,674             | 5,000                         | 5,000                        | -                              |
| FICA                                   | 7,082             | 7,484             | 8,343                         | 8,057                        | (286)                          |
| VRS-Employer                           | 8,445             | 8,967             | 9,596                         | 9,472                        | (124)                          |
| Insurance-Employer                     | 1,152             | 1,225             | 1,398                         | 1,380                        | (18)                           |
| VA Local Disability Plan               | -                 | -                 | -                             | 219                          | 219                            |
| Worker's Compensation                  | 2,503             | 2,726             | 3,102                         | 2,901                        | (201)                          |
| Benefits Admin Fee                     | 104               | 107               | 108                           | 108                          | -                              |
| Employee Benefits                      | 23,197            | 26,941            | 29,779                        | 34,879                       | 5,100                          |
| VRS Health Insurance Credit            | 114               | 121               | 128                           | 125                          | (3)                            |
| PERSONNEL                              | 137,905           | 149,093           | 164,200                       | 167,500                      | 3,300                          |
| Fleet Fuel                             | 11,074            | 14,340            | 10,000                        | 10,000                       | -                              |
| Fleet Parts                            | 4,558             | 9,390             | 5,000                         | 5,000                        | -                              |
| Fleet Labor                            | 11,751            | 12,369            | 10,000                        | 10,000                       | -                              |
| INTERNAL SERVICES                      | 27,383            | 36,099            | 25,000                        | 25,000                       | -                              |
| <b>TOTAL PARATRANSIT SERVICE</b>       | <b>165,288</b>    | <b>185,192</b>    | <b>189,200</b>                | <b>192,500</b>               | <b>3,300</b>                   |

# Transit Fund

## Expenditure Detail - continued:

| EXPENDITURES                      | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>TROLLEY ROUTES</b>             |                   |                   |                               |                              |                                |
| Overtime                          | 52                | 306               | -                             | -                            | -                              |
| Part-time Non-classified          | 16,204            | 14,858            | 25,400                        | 16,400                       | (9,000)                        |
| FICA                              | 1,244             | 1,160             | 1,912                         | 1,175                        | (737)                          |
| Worker's Compensation             | 430               | 409               | 788                           | 625                          | (163)                          |
| PERSONNEL                         | 17,930            | 16,733            | 28,100                        | 18,200                       | (9,900)                        |
| Fleet Fuel                        | 2,197             | 2,369             | 5,000                         | 5,000                        | -                              |
| Fleet Parts                       | 6,088             | 1,537             | 5,000                         | 5,000                        | -                              |
| Fleet Labor                       | 5,564             | 6,156             | 5,000                         | 5,000                        | -                              |
| INTERNAL SERVIES                  | 13,849            | 10,062            | 15,000                        | 15,000                       | -                              |
| <b>TOTAL TROLLEY ROUTES</b>       | <b>31,779</b>     | <b>26,795</b>     | <b>43,100</b>                 | <b>33,200</b>                | <b>(9,900)</b>                 |
| <b>TOTAL TRANSIT EXPENDITURES</b> | <b>1,505,321</b>  | <b>987,470</b>    | <b>1,007,000</b>              | <b>1,101,000</b>             | <b>94,000</b>                  |

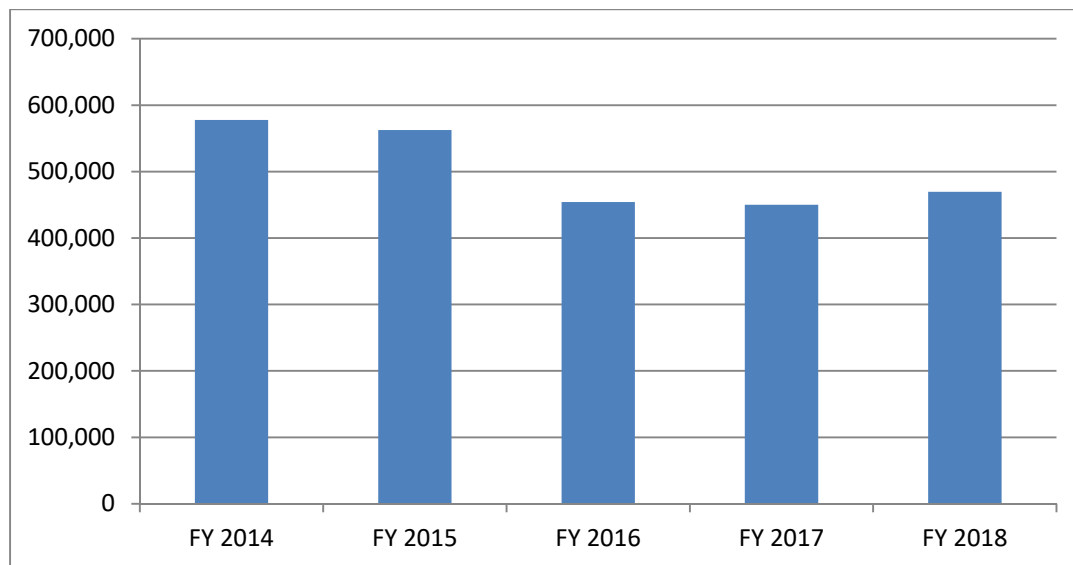
## Emergency Medical Services (EMS) Fund

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 maintain the collection rate and to generate revenue, while providing quality, compassionate service.

### EMS Reserve Funds by Year:



### Revenue Detail:

| REVENUE                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Interest Earnings        | 1,574             | 1,534             | 2,000                         | 2,000                        | -                              |
| REVENUE USE OF MONEY     | 1,574             | 1,534             | 2,000                         | 2,000                        | -                              |
| EMS Transport Fees       | 1,253,259         | 1,143,178         | 1,123,000                     | 1,148,000                    | 25,000                         |
| CHARGES FOR SERVICES     | 1,253,259         | 1,143,178         | 1,123,000                     | 1,148,000                    | 25,000                         |
| <b>TOTAL EMS REVENUE</b> | <b>1,254,833</b>  | <b>1,144,712</b>  | <b>1,125,000</b>              | <b>1,150,000</b>             | <b>25,000</b>                  |

## Emergency Medical Services (EMS) Fund

### Staffing Summary:

| Full-Time Employees | FY 2017     | FY 2018     | FY 2019     | FY 2020     | Inc/(Dec) |
|---------------------|-------------|-------------|-------------|-------------|-----------|
| Administration      | 1.0         | 1.0         | 1.0         | 1.0         | 0         |
| Firefighters        | 9.0         | 10.0        | 10.0        | 10.0        | 0         |
| <b>Total</b>        | <b>10.0</b> | <b>11.0</b> | <b>11.0</b> | <b>11.0</b> | <b>0</b>  |

### Expenditure Summary:

|                                      | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Expenditure by Classification</b> |                   |                   |                               |                              |                                |
| Personnel Services                   | 782,298           | 737,832           | 731,200                       | 747,500                      | 16,300                         |
| Contractual Services                 | 231,146           | 227,720           | 233,950                       | 233,950                      | -                              |
| Other Charges                        | 245,468           | 159,447           | 159,850                       | 168,550                      | 8,700                          |
| <b>TOTAL EXPENDITURES</b>            | <b>1,258,912</b>  | <b>1,124,999</b>  | <b>1,125,000</b>              | <b>1,150,000</b>             | <b>25,000</b>                  |

### Expenditure Detail:

| EXPENDITURES                | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                     | 528,223           | 504,278           | 490,951                       | 507,716                      | 16,765                         |
| Overtime                    | 41,991            | 28,832            | 36,000                        | 36,000                       | -                              |
| FICA                        | 45,457            | 39,570            | 39,638                        | 40,684                       | 1,046                          |
| VRS-Employer                | 51,537            | 46,304            | 44,397                        | 45,395                       | 998                            |
| VRS-LODA                    | 5,106             | 5,106             | 5,200                         | 5,200                        | -                              |
| Retirees                    | 8,269             | 8,945             | 8,300                         | 5,535                        | (2,765)                        |
| Insurance-Employer          | 7,033             | 6,328             | 6,431                         | 6,615                        | 184                            |
| VA Local Disability Plan    | 237               | 254               | 308                           | 308                          | -                              |
| Worker's Compensation       | 15,631            | 17,479            | 17,246                        | 17,246                       | -                              |
| Benefits Admin Fee          | 16,551            | 388               | 396                           | 396                          | -                              |
| Employee Benefits           | 61,565            | 79,721            | 81,743                        | 81,743                       | -                              |
| VRS Health Insurance Credit | 698               | 627               | 590                           | 662                          | 72                             |
| <b>PERSONNEL</b>            | <b>782,298</b>    | <b>737,832</b>    | <b>731,200</b>                | <b>747,500</b>               | <b>16,300</b>                  |

## Emergency Medical Services (EMS) Fund

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

|                                 | FY 2017          | FY 2018          | FY 2019          | FY 2020          | FY 2020          |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| EXPENDITURES                    | ACTUAL           | ACTUAL           | ORIGINAL BUDGET  | ADOPTED BUDGET   | BUDGET Inc/(Dec) |
| Medical, Dental, & Hospital     | 1,635            | 2,382            | 1,300            | 1,300            | -                |
| Other Professional Services     | 55,563           | 51,964           | 58,500           | 58,500           | -                |
| Computer Services               | 511              | -                | 550              | 550              | -                |
| Printing & Binding              | 624              | -                | 600              | 600              | -                |
| Laundry & Dry Cleaning Services | 2,813            | 3,374            | 3,000            | 3,000            | -                |
| Volunteer Fire Stations         | 170,000          | 170,000          | 170,000          | 170,000          | -                |
| CONTRACTUAL SERVICES            | 231,146          | 227,720          | 233,950          | 233,950          | -                |
| Postal Services                 | 79               | 135              | 100              | 100              | -                |
| Office Equipment Rental         | 408              | 447              | 400              | 400              | -                |
| Travel, Training & Education    | 994              | 1,667            | 1,000            | 1,000            | -                |
| Volunteer Fire Department       | 170,522          | 98,755           | 113,500          | 119,800          | 6,300            |
| Banking Fees                    | 364              | 61               | -                | -                | -                |
| Misc. Charges & Fees            | 7,099            | 2,865            | 5,000            | 5,000            | -                |
| Office Supplies                 | 193              | 71               | 200              | 200              | -                |
| Food & Food Service             | -                | 37               | -                | -                | -                |
| Medical Laboratory              | 27,959           | 28,324           | 29,250           | 29,900           | 650              |
| Laundry & Janitorial            | 221              | -                | 500              | 500              | -                |
| Uniforms & Apparel              | 36,760           | 24,733           | 8,900            | 8,900            | -                |
| Other Operating Supplies        | 665              | 2,303            | 1,000            | 2,750            | 1,750            |
| Computer Hardware/Software      | 204              | 49               | -                | -                | -                |
| OTHER CHARGES                   | 245,468          | 159,447          | 159,850          | 168,550          | 8,700            |
| <b>TOTAL EMS EXPENDITURES</b>   | <b>1,258,912</b> | <b>1,124,999</b> | <b>1,125,000</b> | <b>1,150,000</b> | <b>25,000</b>    |



## Winchester-Frederick County Convention & Visitors Bureau Fund

The Winchester-Frederick County Convention & Visitors Bureau (CVB) is the official destination marketing 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:***

---

- Market Winchester-Frederick County as a sports, leisure, wedding, group tour and meeting destination in the Shenandoah Valley.
- Build on the established brand by developing and implementing research- based strategies that are in demand by travelers in our established target markets, and also descriptive of the community.
- Support the development of new tourism product, including restaurants, shops, breweries, wineries and attractions.
- Advance the use of technology in marketing and tourism promotion by continuing the creation of a digital footprint through our website, social media platforms and digital marketing.
- Create more tourism and brand awareness and pride within the community through local outreach with civic organizations, implementation of the Tourism Ambassador program, and continued positive exposure in TV, radio and newspaper outlets.
- Draw organic attention to the area by working with vetted travel writers, bloggers and influencers.
- Supplement revenue through duratran rentals, co-op advertising, visitor guide ads and gift shop sales.
- Continue efforts to build stronger relationships with local, regional and state stakeholders.

# Winchester-Frederick County Convention & Visitors Bureau Fund

## Goals and Objectives Continued:

- Continue to develop and engage with regional marketing partnerships such as the Shenandoah Valley Tourism Partnership, Shenandoah Spirits Trail, and Top of Virginia Artisan Trail.

## Performance Measures:

- Increase the number of visitors to [www.visitwinchesterva.com](http://www.visitwinchesterva.com) by 10% and improve average time on site by 5%.
- Increase owned image portfolio by 25 professional images and 5 minutes of professional video each year.
- Increase the engagement on Facebook, Instagram and Twitter by 10% each.
- Increase local producer/artist representation at the Visitor's Center by 3 local producers each year and increase per capita spending by 5% each year.
- Raise \$33,000 in revenue.
- Increase combined City/County hotel occupancy rate and RevPAR (revenue per available room) by 1% annually.

## Revenue and Expenditure Summary:

|                                      | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>PROPOSED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|-------------------------------|--------------------------------|
| <b>Revenue by Classification</b>     |                   |                   |                               |                               |                                |
| Revenue Use of Money                 | 56                | 55                | -                             | -                             | -                              |
| Miscellaneous Revenue                | 232,248           | 203,061           | 223,500                       | 507,500                       | 284,000                        |
| Non-Revenue Receipts                 | 150,000           | 150,000           | 150,500                       | 150,500                       | -                              |
| <b>TOTAL REVENUE</b>                 | <b>382,304</b>    | <b>353,116</b>    | <b>374,000</b>                | <b>658,000</b>                | <b>284,000</b>                 |
| <b>Expenditure by Classification</b> |                   |                   |                               |                               |                                |
| Personnel Services                   | 182,416           | 185,547           | 194,900                       | 224,900                       | 30,000                         |
| Contractual Services                 | 119,660           | 129,006           | 109,500                       | 354,900                       | 245,400                        |
| Other Charges                        | 57,468            | 64,783            | 69,600                        | 78,200                        | 8,600                          |
| <b>TOTAL EXPENDITURES</b>            | <b>359,544</b>    | <b>379,336</b>    | <b>374,000</b>                | <b>658,000</b>                | <b>284,000</b>                 |

## Staffing Summary:

| Full-Time Employees | FY 2017    | FY 2018    | FY 2019    | FY 2020    | Inc/(Dec) |
|---------------------|------------|------------|------------|------------|-----------|
| Administration      | 2.0        | 2.0        | 2.0        | 2.0        | 0         |
| <b>Total</b>        | <b>2.0</b> | <b>2.0</b> | <b>2.0</b> | <b>2.0</b> | <b>0</b>  |



# Winchester-Frederick County Convention & Visitors Bureau Fund

## Revenue Detail:

| REVENUE                     | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Interest Earnings           | 56                | 55                | -                             | -                            | -                              |
| REVENUE USE OF MONEY        | 56                | 55                | -                             | -                            | -                              |
| Special Events              | 30,761            | 15,219            | 28,000                        | 24,000                       | (4,000)                        |
| Gift Shop Sales             | 22,076            | 28,582            | 25,000                        | 30,000                       | 5,000                          |
| Frederick County            | 150,000           | 150,500           | 150,500                       | 433,500                      | 283,000                        |
| Miscellaneous Grant         | 29,411            | 8,760             | 20,000                        | 20,000                       | -                              |
| MISCELLANEOUS               | 232,248           | 203,061           | 223,500                       | 507,500                      | 284,000                        |
| General Fund                | 150,000           | 150,000           | 150,500                       | 150,500                      | -                              |
| NON-REVENUE RECEIPTS        | 150,000           | 150,000           | 150,500                       | 150,500                      | -                              |
| <b>TOTAL WFCCVB REVENUE</b> | <b>382,304</b>    | <b>353,116</b>    | <b>374,000</b>                | <b>658,000</b>               | <b>284,000</b>                 |

## Expenditure Detail:

| EXPENDITURES                | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                     | 104,717           | 111,182           | 114,971                       | 142,276                      | 27,305                         |
| Overtime                    | 7                 | 42                | -                             | -                            | -                              |
| Part-time Non-classified    | 37,076            | 37,720            | 42,000                        | 34,500                       | (7,500)                        |
| FICA                        | 10,452            | 11,047            | 11,598                        | 12,830                       | 1,232                          |
| VRS-Employer                | 9,654             | 10,672            | 10,306                        | 12,817                       | 2,511                          |
| Retirees                    | 1,654             | 1,626             | 1,700                         | 1,600                        | (100)                          |
| Insurance-Employer          | 1,317             | 1,458             | 1,506                         | 1,867                        | 361                            |
| Worker's Compensation       | 95                | 98                | 105                           | 126                          | 21                             |
| Flex Benefits - Admin Fee   | 69                | 72                | 72                            | 108                          | 36                             |
| Flex Benefits - Employee    | 17,244            | 11,485            | 12,504                        | 18,604                       | 6,100                          |
| VRS Health Insurance Credit | 131               | 145               | 138                           | 172                          | 34                             |
| PERSONNEL                   | 182,416           | 185,547           | 194,900                       | 224,900                      | 30,000                         |

# Winchester-Frederick County Convention & Visitors Bureau Fund

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

|                                  | FY 2017        | FY 2018        | FY 2019         | FY 2020        | FY 2020          |
|----------------------------------|----------------|----------------|-----------------|----------------|------------------|
| EXPENDITURES                     | ACTUAL         | ACTUAL         | ORIGINAL BUDGET | ADOPTED BUDGET | BUDGET Inc/(Dec) |
| Other Professional Services      | 18,088         | 22,928         | 15,500          | 59,500         | 44,000           |
| Maintenance Contracts            | 968            | 1,372          | 1,200           | 1,200          | -                |
| Computer/Software Contracts      | 594            | -              | -               | -              | -                |
| Printing & Binding               | 19,182         | 29,007         | 20,000          | 30,000         | 10,000           |
| Local Media                      | 80,828         | 75,699         | 72,800          | 264,200        | 191,400          |
| CONTRACTUAL SERV                 | 119,660        | 129,006        | 109,500         | 354,900        | 245,400          |
| Postal Services                  | 2,782          | 5,586          | 7,000           | 7,000          | -                |
| Telecommunications               | 3,625          | 3,168          | 2,900           | 2,900          | -                |
| Property Insurance               | 1,152          | -              | -               | -              | -                |
| General Liability Insurance      | 674            | 845            | 1,000           | 1,000          | -                |
| Office Equipment Rental          | 1,922          | 2,294          | 2,500           | 2,500          | -                |
| Building Rental                  | 15,900         | 15,970         | 15,900          | 15,900         | -                |
| Mileage & Transportation         | 4,754          | 4,168          | 5,000           | 7,000          | 2,000            |
| Travel & Training                | 3,452          | 2,524          | 5,800           | 8,800          | 3,000            |
| Dues & Memberships               | 5,170          | 4,910          | 5,000           | 5,000          | -                |
| Miscellaneous Charges & Fees     | 918            | 923            | 900             | 900            | -                |
| Office Supplies                  | 862            | 1,300          | 1,000           | 1,000          | -                |
| Food & Food Service              | 966            | 573            | 1,000           | 1,000          | -                |
| Books & Subscriptions            | 775            | 2,685          | 3,000           | 3,000          | -                |
| Other Operating Supplies         | 457            | 481            | 900             | 900            | -                |
| Merchandise for Resale           | 13,074         | 18,676         | 15,000          | 20,000         | 5,000            |
| Computer Supplies                | 985            | 590            | 2,600           | 1,000          | (1,600)          |
| Awards, Plaques, Other           | -              | 90             | 100             | 300            | 200              |
| OTHER CHARGES                    | 57,468         | 64,783         | 69,600          | 78,200         | 8,600            |
| <b>TOTAL WFCCVB EXPENDITURES</b> | <b>359,544</b> | <b>379,336</b> | <b>374,000</b>  | <b>658,000</b> | <b>284,000</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 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Revenue by Classification</b>     |                   |                   |                               |                              |                                |
| Use of Money                         | 382               | 485               | -                             | -                            | -                              |
| Charges for Services                 | 35,576            | 29,200            | 50,000                        | 50,000                       | -                              |
| <b>TOTAL REVENUE</b>                 | <b>35,958</b>     | <b>29,685</b>     | <b>50,000</b>                 | <b>50,000</b>                | <b>-</b>                       |
| <b>Expenditure by Classification</b> |                   |                   |                               |                              |                                |
| Personnel Services                   | 5,748             | 6,000             | 6,000                         | 6,000                        | -                              |
| Contractual Services                 | 561               | 140               | 2,000                         | 2,000                        | -                              |
| Other Charges                        | 20,953            | 39,758            | 42,000                        | 42,000                       | -                              |
| <b>TOTAL EXPENDITURES</b>            | <b>27,262</b>     | <b>45,898</b>     | <b>50,000</b>                 | <b>50,000</b>                | <b>-</b>                       |

### Revenue Detail:

| REVENUE              | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|----------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Interest Earnings    | 382               | 485               | -                             | -                            | -                              |
| USE OF MONEY         | 382               | 485               | -                             | -                            | -                              |
| City Fees            | 24,318            | 16,826            | 38,000                        | 38,000                       | -                              |
| County Fees          | 11,258            | 12,374            | 12,000                        | 12,000                       | -                              |
| CHARGES FOR SERVICES | 35,576            | 29,200            | 50,000                        | 50,000                       | -                              |
| <b>TOTAL REVENUE</b> | <b>35,958</b>     | <b>29,685</b>     | <b>50,000</b>                 | <b>50,000</b>                | <b>-</b>                       |

## Law Library Fund

### Expenditure Detail:

| EXPENDITURES                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Part-time Non-classified      | 5,748             | 6,000             | 6,000                         | 6,000                        | -                              |
| PERSONNEL                     | 5,748             | 6,000             | 6,000                         | 6,000                        | -                              |
| Repairs & Maintenance         | 70                | -                 | 1,000                         | 1,000                        | -                              |
| Computer/Hardware Maintenance | 491               | 140               | 1,000                         | 1,000                        | -                              |
| CONTRACTUAL SERVICES          | 561               | 140               | 2,000                         | 2,000                        | -                              |
| Telecommunications            | 1,664             | 2,264             | 2,000                         | 2,000                        | -                              |
| Office Equipment              | 1,612             | 1,228             | 2,000                         | 2,000                        | -                              |
| Banking Fees                  | 70                | 16                | 500                           | 500                          | -                              |
| Office Supplies               | 2,090             | 1,327             | -                             | -                            | -                              |
| Books & Subscriptions         | 15,389            | 34,923            | 30,000                        | 30,000                       | -                              |
| Other Operating Supplies      | 128               | -                 | 2,500                         | 2,500                        | -                              |
| Computer Supplies             | -                 | -                 | 5,000                         | 5,000                        | -                              |
| OTHER CHARGES                 | 20,953            | 39,758            | 42,000                        | 42,000                       | -                              |
| <b>TOTAL EXPENDITURES</b>     | <b>27,262</b>     | <b>45,898</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.



The WPA launched a new interactive parking meter map in 2016 to assist customers in finding the 2,310 parking spaces downtown. The map features all public parking meters, the four garages, loading zones and designated handicap spaces.

<http://gis.winchesterva.gov/Parkingauthority>



The WPA partnered with ParkMobile in 2017 to offer an additional way to pay for metered parking. The ParkMobile parking app allows users the ease of paying for parking using their mobile device. The app allows the user to monitor their time and will send a reminder when the parking session is about to end. It also allows the user to extend time at their specific location. <https://parkmobile.io/>

### ***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.

# Winchester Parking Authority Fund

## Performance Measures:

| Indicators   | 2016<br>Actual | 2017<br>Actual | 2018<br>Actual | 2019<br>Estimated | 2020<br>Projected |
|--|----------------|----------------|----------------|-------------------|-------------------|
| <b>Measures</b>  |                |                |                |                   |                   |
| Number of hourly customers utilizing the garages under normal operations | 153,822        | 166,508        | 161,120        | 161,000           | 163,000           |
| Number of total monthly parkers  | 955            | 998            | 1,036          | 1,050             | 1,050             |
| Number of parkers Friday of Apple Blossom Festival                       | 917            | 1,001          | 874            | 900               | 900               |
| Number of parkers Saturday of Apple Blossom Festival                     | 1,045          | 1,128          | 940            | 1,000             | 1,000             |
| Number of parkers for the Christmas Parade                               | 113            | 256            | 588            | 500               | 500               |

## Revenue Summary:

|                                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|----------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Revenue by Classification</b> |                   |                   |                               |                              |                                |
| Local Revenue                    | 73,159            | 73,867            | 70,000                        | 130,000                      | 60,000                         |
| Charges for Services             | 1,120,135         | 1,233,055         | 1,160,000                     | 1,253,000                    | 93,000                         |
| Miscellaneous Revenue            | 4,519             | 8,828             | -                             | 3,000                        | 3,000                          |
| Non-Revenue Receipts             | -                 | 8,994             | -                             | 600,000                      | 600,000                        |
| <b>TOTAL REVENUE</b>             | <b>1,197,813</b>  | <b>1,324,744</b>  | <b>1,230,000</b>              | <b>1,986,000</b>             | <b>756,000</b>                 |

## Expenditure Summary:

|                                      | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Expenditure by Classification</b> |                   |                   |                               |                              |                                |
| Personnel Services                   | 361,003           | 325,016           | 323,400                       | 347,800                      | 24,400                         |
| Contractual Services                 | 91,160            | 68,899            | 108,100                       | 106,100                      | (2,000)                        |
| Internal Services                    | 6,473             | 8,223             | 7,000                         | 7,000                        | -                              |
| Other Charges                        | 168,849           | 180,840           | 232,100                       | 406,300                      | 174,200                        |
| Capital                              | 255,713           | 256,306           | 40,000                        | 600,000                      | 560,000                        |
| Debt                                 | 361,180           | 354,546           | 519,400                       | 518,800                      | (600)                          |
| <b>TOTAL EXPENDITURES</b>            | <b>1,244,378</b>  | <b>1,193,830</b>  | <b>1,230,000</b>              | <b>1,986,000</b>             | <b>756,000</b>                 |



# Winchester Parking Authority Fund

## Staffing Summary:

| Full-Time Employees | FY 2017    | FY 2018    | FY 2019    | FY 2020    | Inc/(Dec)  |
|---------------------|------------|------------|------------|------------|------------|
| Administration      | 5.0        | 5.0        | 5.0        | 5.0        | 0          |
| Parking Enforcement | 1.0        | 1.0        | 1.0        | 2.0        | 1.0        |
| <b>Total</b>        | <b>6.0</b> | <b>6.0</b> | <b>6.0</b> | <b>7.0</b> | <b>1.0</b> |

## Revenue Detail:

| REVENUE                       | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Parking Fines                 | 73,135            | 73,745            | 70,000                        | 130,000                      | 60,000                         |
| Interest Earnings             | 24                | 122               | -                             | -                            | -                              |
| LOCAL REVENUE                 | 73,159            | 73,867            | 70,000                        | 130,000                      | 60,000                         |
| Parking Meters - On Street    | 156,120           | 162,614           | 140,000                       | 180,000                      | 40,000                         |
| Parking Meters - Off Street   | 60,680            | 60,986            | 60,000                        | 65,000                       | 5,000                          |
| Meters - Park Mobile          | -                 | 13,156            | 16,000                        | 24,000                       | 8,000                          |
| Auto Park Fees - Court Square | 35,673            | 37,682            | 35,000                        | 35,000                       | -                              |
| Auto Park Fees - Loudoun      | 28,982            | 35,668            | 30,000                        | 25,000                       | (5,000)                        |
| Auto Park Fees - Braddock     | 126,710           | 182,480           | 160,000                       | 200,000                      | 40,000                         |
| Auto Park Fees - GW           | 104,254           | 107,248           | 105,000                       | 110,000                      | 5,000                          |
| Parking - Off Street Rental   | 27,328            | 31,759            | 27,000                        | 27,000                       | -                              |
| Auto Park Rent - Court Square | 151,884           | 149,714           | 152,000                       | 152,000                      | -                              |
| Auto Park Rent - Loudoun      | 130,835           | 135,405           | 132,000                       | 132,000                      | -                              |
| Auto Park Rent - Braddock     | 83,310            | 99,966            | 85,000                        | 85,000                       | -                              |
| Auto Park Rent - GW           | 201,588           | 204,502           | 205,000                       | 205,000                      | -                              |
| Validated Parking - DDB       | 7,116             | 7,210             | 7,000                         | 7,000                        | -                              |
| Advance Ticket Sales          | 5,655             | 4,665             | 6,000                         | 6,000                        | -                              |
| CHARGES FOR SERVICES          | 1,120,135         | 1,233,055         | 1,160,000                     | 1,253,000                    | 93,000                         |
| Other                         | 4,519             | 8,828             | -                             | 3,000                        | 3,000                          |
| MISCELLANEOUS REVENUE         | 4,519             | 8,828             | -                             | 3,000                        | 3,000                          |
| Insurance Recoveries          | -                 | 8,994             | -                             | -                            | -                              |
| Proceeds from Borrowing       | -                 | -                 | -                             | 600,000                      | 600,000                        |
| NON-REVENUE RECEIPTS          | -                 | 8,994             | -                             | 600,000                      | 600,000                        |
| <b>TOTAL WPA REVENUE</b>      | <b>1,197,813</b>  | <b>1,324,744</b>  | <b>1,230,000</b>              | <b>1,986,000</b>             | <b>156,000</b>                 |

# Winchester Parking Authority Fund

## Expenditure Detail:

| EXPENDITURES                 | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>WPA ADMINISTRATION</b>    |                   |                   |                               |                              |                                |
| Regular                      | 204,840           | 175,366           | 159,183                       | 163,979                      | 4,796                          |
| Overtime                     | 15,023            | 18,014            | 13,000                        | 18,000                       | 5,000                          |
| Part-time                    | 13,738            | 14,947            | 24,000                        | -                            | (24,000)                       |
| FICA                         | 17,661            | 15,717            | 14,683                        | 13,799                       | (884)                          |
| VRS-Employer                 | 18,562            | 15,984            | 14,256                        | 14,741                       | 485                            |
| Retirees                     | 4,961             | 4,879             | 5,000                         | 1,600                        | (3,400)                        |
| Insurance-Employer           | 2,533             | 2,184             | 2,078                         | 2,148                        | 70                             |
| VA Local Disability Plan     | 17                | 84                | 27                            | 546                          | 519                            |
| Worker's Compensation        | 1,213             | 3,414             | 3,650                         | 3,223                        | (427)                          |
| Flex Benefits - Admin Fee    | 177               | 150               | 153                           | 153                          | -                              |
| Flex Benefits - Employee     | 30,819            | 24,773            | 28,381                        | 33,214                       | 4,833                          |
| VRS Health Insurance Credit  | 251               | 217               | 189                           | 197                          | 8                              |
| PERSONNEL                    | 309,795           | 275,729           | 264,600                       | 251,600                      | (13,000)                       |
| Engineering & Architect      | 1,800             | -                 | 10,000                        | 10,000                       | -                              |
| Temporary Help/Other         | 255               | 1,110             | 5,000                         | -                            | (5,000)                        |
| Repairs & Maintenance        | 760               | 1,275             | 82,900                        | 82,900                       | -                              |
| Landscaping                  | -                 | -                 | 1,000                         | 1,000                        | -                              |
| Vehicle Repair & Maintenance | 1,642             | 1,345             | 1,500                         | 1,500                        | -                              |
| Printing & Binding           | 7,380             | 5,583             | 5,000                         | 8,000                        | 3,000                          |
| Laundry & Dry Cleaning       | 30                | 15                | -                             | -                            | -                              |
| CONTRACTUAL SERV             | 11,867            | 9,328             | 105,400                       | 103,400                      | (2,000)                        |
| Fleet Fuel                   | 2,788             | 2,092             | 3,000                         | 3,000                        | -                              |
| Fleet Parts                  | 1,844             | 2,023             | 2,000                         | 2,000                        | -                              |
| Fleet Labor                  | 1,841             | 4,108             | 2,000                         | 2,000                        | -                              |
| INTERNAL SERVICES            | 6,473             | 8,223             | 7,000                         | 7,000                        | -                              |
| Electrical Services          | -                 | -                 | 79,000                        | 79,000                       | -                              |
| Water & Sewer                | 2,841             | 3,067             | 2,800                         | 2,800                        | -                              |
| Postal Services              | 141               | 160               | 200                           | 200                          | -                              |
| Telecommunications           | 1,671             | 735               | 11,600                        | 11,600                       | -                              |
| Property Insurance           | -                 | -                 | 26,100                        | 26,100                       | -                              |
| Motor Vehicle Insurance      | 676               | 1,131             | 1,500                         | 1,500                        | -                              |
| General Liability Insurance  | 2,441             | 2,672             | 3,000                         | 3,000                        | -                              |
| Equipment Rental             | -                 | 1,999             | 2,000                         | 2,000                        | -                              |

# Winchester Parking Authority Fund

## Expenditure Detail - continued:

| EXPENDITURES                 | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>WPA ADMIN- continued</b>  |                   |                   |                               |                              |                                |
| Rent - Parking Lots          | -                 | -                 | 7,000                         | 7,000                        | -                              |
| Mileage & Transportation     | -                 | -                 | 100                           | 100                          | -                              |
| Travel & Training            | -                 | -                 | 1,000                         | 1,900                        | 900                            |
| Banking Fees                 | 95                | 13                | 50                            | 50                           | -                              |
| Dues & Memberships           | 50                | 50                | 50                            | 50                           | -                              |
| Miscellaneous Charges & Fees | 19,934            | 24,485            | 20,000                        | 25,000                       | 5,000                          |
| Office Supplies              | 786               | 677               | 500                           | 1,000                        | 500                            |
| Food & Food Service          | 37                | 8                 | 100                           | 200                          | 100                            |
| Landscaping Supplies         | -                 | -                 | 400                           | 400                          | -                              |
| Laundry & Janitorial         | -                 | 18                | 2,500                         | 2,500                        | -                              |
| Repair & Maint Supplies      | -                 | 669               | 20,600                        | 40,600                       | 20,000                         |
| Vehicle & Equip Supplies     | 593               | 80                | 500                           | 500                          | -                              |
| Uniforms & Apparel           | 538               | 1,443             | 500                           | 1,000                        | 500                            |
| Other Operating Supplies     | 2,320             | 3,614             | 48,100                        | 44,100                       | (4,000)                        |
| Chemicals                    | 309               | -                 | 700                           | 700                          | -                              |
| Computer Equipment           | -                 | -                 | 3,000                         | 3,000                        | -                              |
| OTHER CHARGES                | 32,432            | 40,821            | 231,300                       | 254,300                      | 23,000                         |
| Depreciation Expense         | 255,713           | 256,306           | -                             | -                            | -                              |
| Machinery & Equipment        | -                 | -                 | 40,000                        | 600,000                      | 560,000                        |
| CAPITAL                      | 255,713           | 256,306           | 40,000                        | 600,000                      | 560,000                        |
| <b>WPA ADMINISTRATION</b>    | <b>616,280</b>    | <b>590,407</b>    | <b>648,300</b>                | <b>1,216,300</b>             | <b>568,000</b>                 |
| <b>OFF-STREET LOTS</b>       |                   |                   |                               |                              |                                |
| Repairs & Maintenance        | 1,564             | 4,315             | -                             | -                            | -                              |
| CONTRACTUAL SERV             | 1,564             | 4,315             | -                             | -                            | -                              |
| Electrical Services          | 5,010             | 5,024             | -                             | -                            | -                              |
| Rent - Parking Lots          | 6,459             | 6,459             | -                             | -                            | -                              |
| Landscaping/Agricultural     | 339               | -                 | -                             | -                            | -                              |
| Repairs & Maintenance        | 114               | 133               | -                             | -                            | -                              |
| Other Operating Supplies     | 2,687             | 1,715             | -                             | -                            | -                              |
| OTHER CHARGES                | 14,609            | 13,331            | -                             | -                            | -                              |
| <b>TOTAL OFF-STREET LOTS</b> | <b>16,173</b>     | <b>17,646</b>     | <b>-</b>                      | <b>-</b>                     | <b>-</b>                       |

# Winchester Parking Authority Fund

## Expenditure Detail - continued:

| EXPENDITURES                 | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>BRADDOCK AUTOPARK</b>     |                   |                   |                               |                              |                                |
| Repairs & Maintenance        | 57,600            | 14,526            | -                             | -                            | -                              |
| CONTRACTUAL SERV             | 57,600            | 14,526            | -                             | -                            | -                              |
| Electrical Services          | 11,462            | 13,353            | -                             | -                            | -                              |
| Telecommunications           | 2,117             | 2,847             | -                             | -                            | -                              |
| Property Insurance           | 5,620             | 4,655             | -                             | -                            | -                              |
| Laundry & Janitorial         | 189               | 109               | -                             | -                            | -                              |
| Repair & Maintenance         | 2,317             | 13,556            | -                             | -                            | -                              |
| Other Operating Supplies     | 543               | 30                | -                             | -                            | -                              |
| OTHER CHARGES                | 22,248            | 34,550            | -                             | -                            | -                              |
| <b>BRADDOCK AUTOPARK</b>     | <b>79,848</b>     | <b>49,076</b>     | -                             | -                            | -                              |
| <b>COURT SQUARE AUTOPARK</b> |                   |                   |                               |                              |                                |
| Repairs & Maintenance        | 1,484             | 25,970            | -                             | -                            | -                              |
| CONTRACTUAL SERV             | 1,484             | 25,970            | -                             | -                            | -                              |
| Electrical Services          | 21,018            | 20,810            | -                             | -                            | -                              |
| Telecommunications           | 2,059             | 2,886             | -                             | -                            | -                              |
| Property Insurance           | 5,643             | 4,656             | -                             | -                            | -                              |
| Landscaping/Agricultural     | 675               | -                 | -                             | -                            | -                              |
| Laundry & Janitorial         | 348               | 134               | -                             | -                            | -                              |
| Repair & Maintenance         | 2,723             | 1,105             | -                             | -                            | -                              |
| OTHER CHARGES                | 32,466            | 29,591            | -                             | -                            | -                              |
| <b>COURT SQUARE</b>          | <b>33,950</b>     | <b>55,561</b>     | -                             | -                            | -                              |
| <b>LOUDOUN AUTOPARK</b>      |                   |                   |                               |                              |                                |
| Repairs & Maintenance        | 2,227             | 6,339             | -                             | -                            | -                              |
| CONTRACTUAL SERV             | 2,227             | 6,339             | -                             | -                            | -                              |
| Electrical Services          | 18,994            | 20,795            | -                             | -                            | -                              |
| Telecommunications           | 2,354             | 3,140             | -                             | -                            | -                              |
| Property Insurance           | 7,353             | 6,066             | -                             | -                            | -                              |
| Laundry & Janitorial         | 56                | 376               | -                             | -                            | -                              |
| Repair & Maintenance         | 3,291             | 1,026             | -                             | -                            | -                              |
| OTHER CHARGES                | 32,047            | 31,403            | -                             | -                            | -                              |
| <b>LOUDOUN AUTOPARK</b>      | <b>34,274</b>     | <b>37,742</b>     | -                             | -                            | -                              |

# Winchester Parking Authority Fund

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

| <b>EXPENDITURES</b>                      | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|--|---------------------------|---------------------------|--|---------------------------------------|---|
| <b><i>PARKING ENFORCEMENT</i></b>        |                           |                           |  |                                       |   |
| Regular                                  | 35,697                    | 32,492                    | 40,607                                 | 67,938                                | 27,331                                  |
| Overtime                                 | 21                        | 223                       | 500                                    | 500                                   | -                                       |
| Non-Classified Part-time                 | -                         | 1,840                     | -                                      | -                                     | -                                       |
| FICA                                     | 2,512                     | 2,461                     | 2,990                                  | 5,169                                 | 2,179                                   |
| VRS-Employer                             | 3,176                     | 3,100                     | 3,651                                  | 6,112                                 | 2,461                                   |
| Insurance-Employer                       | 433                       | 424                       | 532                                    | 889                                   | 357                                     |
| VA Local Disability Plan                 | -                         | 5                         | -                                      | 241                                   | 241                                     |
| Worker's Compensation                    | 423                       | 516                       | 510                                    | 918                                   | 408                                     |
| Flex Benefits - Admin Fee                | 34                        | 36                        | 36                                     | 72                                    | 36                                      |
| Flex Benefits - Employee                 | 8,869                     | 8,148                     | 9,926                                  | 14,280                                | 4,354                                   |
| VRS Health Insurance Credit              | 43                        | 42                        | 48                                     | 81                                    | 33                                      |
| PERSONNEL                                | 51,208                    | 49,287                    | 58,800                                 | 96,200                                | 37,400                                  |
| Repairs & Maintenance                    | -                         | 2,200                     | -                                      | -                                     | -                                       |
| Computer Maintenance                     | 4,400                     | -                         | 2,200                                  | 2,200                                 | -                                       |
| Printing & Binding                       | 1,071                     | -                         | 500                                    | 500                                   | -                                       |
| Laundry & Dry Cleaning                   | 5                         | -                         | -                                      | -                                     | -                                       |
| CONTRACTUAL SERVICES                     | 5,476                     | 2,200                     | 2,700                                  | 2,700                                 | -                                       |
| Telecommunications                       | 456                       | 249                       | 500                                    | 3,000                                 | 2,500                                   |
| Uniforms & Apparel                       | 48                        | -                         | 200                                    | 2,000                                 | 1,800                                   |
| Other Operating Supplies                 | 125                       | -                         | 100                                    | 2,000                                 | 1,900                                   |
| OTHER CHARGES                            | 629                       | 249                       | 800                                    | 7,000                                 | 6,200                                   |
| <b><i>PARKING ENFORCEMENT</i></b>        | <b><i>57,313</i></b>      | <b><i>51,736</i></b>      | <b><i>62,300</i></b>                   | <b><i>105,900</i></b>                 | <b><i>43,600</i></b>                    |
| <b><i>GEORGE WASHINGTON AUTOPARK</i></b> |                           |                           |  |                                       |   |
| Repairs & Maintenance                    | 10,942                    | 6,221                     | -                                      | -                                     | -                                       |
| CONTRACTUAL SERVICES                     | 10,942                    | 6,221                     | -                                      | -                                     | -                                       |

# Winchester Parking Authority Fund

## *Expenditure Detail - continued:*

| EXPENDITURES                         | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b><i>GW Autopark- continued</i></b> |                   |                   |                               |                              |                                |
| Electrical Services                  | 18,795            | 17,281            | -                             | -                            | -                              |
| Telecommunications                   | 3,427             | 3,486             | -                             | -                            | -                              |
| Property Insurance                   | 6,882             | 5,677             | -                             | -                            | -                              |
| Laundry & Janitorial                 | 1,068             | 1,169             | -                             | -                            | -                              |
| Repair & Maintenance                 | 4,067             | 3,276             | -                             | -                            | -                              |
| Other Operating Supplies             | 179               | 6                 | -                             | -                            | -                              |
| OTHER CHARGES                        | 34,418            | 30,895            | -                             | -                            | -                              |
| <b>TOTAL GW AUTOPARK</b>             | <b>45,360</b>     | <b>37,116</b>     | <b>-</b>                      | <b>-</b>                     | <b>-</b>                       |
| Reserves                             | -                 | -                 | -                             | 145,000                      | 145,000                        |
| <b>TOTAL OTHER</b>                   | <b>-</b>          | <b>-</b>          | <b>-</b>                      | <b>145,000</b>               | <b>145,000</b>                 |
| <b><i>DEBT</i></b>                   |                   |                   |                               |                              |                                |
| Principal                            | -                 | -                 | 271,700                       | 264,600                      | (7,100)                        |
| Interest                             | 360,930           | 309,796           | 247,450                       | 253,900                      | 6,450                          |
| Paying Agent Fees                    | 250               | 44,750            | 250                           | 300                          | 50                             |
| <b>TOTAL DEBT SERVICE</b>            | <b>361,180</b>    | <b>354,546</b>    | <b>519,400</b>                | <b>518,800</b>               | <b>(600)</b>                   |
| <b>TOTAL WPA EXPENDITURES</b>        | <b>1,244,378</b>  | <b>1,193,830</b>  | <b>1,230,000</b>              | <b>1,986,000</b>             | <b>756,000</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 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Revenue by Classification</b>     |                   |                   |                               |                              |                                |
| Miscellaneous Revenue                | 68,106            | 104,440           | 1,750,000                     | 1,509,000                    | (241,000)                      |
| Recovered Costs                      | 356,983           | 595,153           | -                             | -                            | -                              |
| State Revenue                        | 524,184           | 949,014           | 3,100,000                     | 6,456,000                    | 3,356,000                      |
| Federal Revenue                      | 343,457           | 311,074           | 250,000                       | 250,000                      | -                              |
| Non-Revenue Receipts                 | 7,753,618         | 507,225           | 5,725,000                     | 18,640,000                   | 12,915,000                     |
| <b>TOTAL REVENUE</b>                 | <b>9,046,348</b>  | <b>2,466,906</b>  | <b>10,825,000</b>             | <b>26,855,000</b>            | <b>16,030,000</b>              |
| <b>Expenditure by Classification</b> |                   |                   |                               |                              |                                |
| Public Safety                        | 459,603           | 172,041           | 1,020,000                     | -                            | (1,020,000)                    |
| Public Works                         | 3,098,546         | 6,722,014         | 6,825,000                     | 13,155,000                   | 6,330,000                      |
| Parks, Recreation, Cultural          | 479,325           | 368,624           | 2,980,000                     | 3,200,000                    | 220,000                        |
| Transfers                            | -                 | -                 | -                             | 10,500,000                   | 10,500,000                     |
| Debt                                 | 55,800            | -                 | -                             | -                            | -                              |
| <b>TOTAL EXPENDITURES</b>            | <b>4,093,274</b>  | <b>7,262,679</b>  | <b>10,825,000</b>             | <b>26,855,000</b>            | <b>16,030,000</b>              |

### Revenue Detail:

| REVENUE                      | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Interest Earnings            | 68,106            | 104,440           | -                             | -                            | -                              |
| Capital Projects             | -                 | -                 | 1,750,000                     | 1,509,000                    | (241,000)                      |
| Frederick County             | -                 | -                 | -                             | -                            | -                              |
| <b>MISCELLANEOUS REVENUE</b> | <b>68,106</b>     | <b>104,440</b>    | <b>1,750,000</b>              | <b>1,509,000</b>             | <b>(241,000)</b>               |
| Public Works                 | 356,983           | 595,153           | -                             | -                            | -                              |
| <b>RECOVERED COSTS</b>       | <b>356,983</b>    | <b>595,153</b>    | <b>-</b>                      | <b>-</b>                     | <b>-</b>                       |

# City Capital Improvement Fund

## Revenue Detail - continued:

| REVENUE                       | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Street & Highway Maintenance  | 415,011           | 890,130           | 2,350,000                     | 2,950,000                    | 600,000                        |
| State Grants                  | 109,173           | 58,884            | 750,000                       | 3,506,000                    | 2,756,000                      |
| STATE REVENUE                 | 524,184           | 949,014           | 3,100,000                     | 6,456,000                    | 3,356,000                      |
| ISTEA Grant                   | 101,257           | 30,651            | -                             | -                            | -                              |
| Transportation Improvement    | 242,200           | 280,423           | 250,000                       | 250,000                      | -                              |
| FEDERAL REVENUE               | 343,457           | 311,074           | 250,000                       | 250,000                      | -                              |
| Insurance Recoveries          | -                 | 94,520            | -                             | -                            | -                              |
| CDBG Loan Proceeds            | -                 | -                 | 1,000,000                     | -                            | (1,000,000)                    |
| Sale of Bonds                 | 7,400,000         | -                 | -                             | 16,500,000                   | 16,500,000                     |
| Transfers                     | 353,618           | 412,705           | 4,085,000                     | 2,140,000                    | (1,945,000)                    |
| Fund Balance                  | -                 | -                 | 640,000                       | -                            | (640,000)                      |
| NON-REVENUE RECEIPTS          | 7,753,618         | 507,225           | 5,725,000                     | 18,640,000                   | 12,915,000                     |
| <b>TOTAL REVENUE CIP FUND</b> | <b>9,046,348</b>  | <b>2,466,906</b>  | <b>10,825,000</b>             | <b>26,855,000</b>            | <b>16,030,000</b>              |

## Expenditure Detail:

| EXPENDITURES              | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Communication Equipment   | 445,249           | 155,571           | -                             | -                            | -                              |
| Equipment                 | -                 | -                 | 1,020,000                     | -                            | (1,020,000)                    |
| Fire Burn Building        | 14,354            | 16,470            | -                             | -                            | -                              |
| PUBLIC SAFETY             | 459,603           | 172,041           | 1,020,000                     | -                            | (1,020,000)                    |
| Signage                   | -                 | -                 | 75,000                        | 100,000                      | 25,000                         |
| N Cameron Street Drainage | -                 | 24,516            | 1,500,000                     | 1,377,000                    | (123,000)                      |
| Boscawen/Loudoun Street   | -                 | 13,146            | -                             | -                            | -                              |
| Hope Drive Improvements   | 237,968           | 545,391           | 1,000,000                     | 5,900,000                    | 4,900,000                      |
| Meadowbranch Avenue       | 24,693            | -                 | -                             | -                            | -                              |
| Safe Routes to School     | 28,051            | 50,434            | -                             | -                            | -                              |
| Tevis Extension           | 66,561            | 1,307,875         | -                             | -                            | -                              |
| Sidewalks                 | 239,032           | -                 | 1,500,000                     | 500,000                      | (1,000,000)                    |



# City Capital Improvement Fund

## Expenditure Detail - continued:

| EXPENDITURES                           | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Valley Avenue                          | 812,607           | 313,817           | 500,000                       | 2,100,000                    | 1,600,000                      |
| Storm Drainage Improvements            | 97,997            | -                 | -                             | 200,000                      | 200,000                        |
| Safety Bollards                        | -                 | 90,809            | 250,000                       | -                            | (250,000)                      |
| Traffic Signals                        | -                 | -                 | 500,000                       | 803,000                      | 303,000                        |
| JJC Improvements                       | 1,234,530         | 379,848           | -                             | -                            | -                              |
| Timbrook HVAC Improvements             | -                 | -                 | -                             | 175,000                      | 175,000                        |
| Creamery Building                      | -                 | 1,659,000         | -                             | 2,000,000                    | 2,000,000                      |
| Handley Library Improvements           | -                 | -                 | 1,500,000                     | -                            | (1,500,000)                    |
| City Hall Renovations                  | 357,107           | 2,337,178         | -                             | -                            | -                              |
| PUBLIC WORKS                           | 3,098,546         | 6,722,014         | 6,825,000                     | 13,155,000                   | 6,330,000                      |
| Green Circle                           | 199,260           | 58,111            | 200,000                       | 300,000                      | 100,000                        |
| Douglass Park Improvements             | 27,033            | -                 | -                             | -                            | -                              |
| Outdoor Pool Improvements              | -                 | 189,697           | -                             | -                            | -                              |
| War Memorial Bldg Improv               | 169,264           | 103,755           | -                             | 50,000                       | 50,000                         |
| MSV Trails                             | -                 | -                 | 2,000,000                     | 2,800,000                    | 800,000                        |
| Barnett Park Improvements              | -                 | -                 | 140,000                       | -                            | (140,000)                      |
| Playground Improvements                | -                 | -                 | -                             | 50,000                       | 50,000                         |
| Facilities Construction                | 83,768            | 17,061            | 640,000                       | -                            | (640,000)                      |
| PARKS, REC, CULTURAL                   | 479,325           | 368,624           | 2,980,000                     | 3,200,000                    | 220,000                        |
| Transfer to Schools                    | -                 | -                 | -                             | 10,500,000                   | 10,500,000                     |
| TRANSFERS                              | -                 | -                 | -                             | 10,500,000                   | 10,500,000                     |
| Bond Issuance Costs                    | 55,800            | -                 | -                             | -                            | -                              |
| DEBT                                   | 55,800            | -                 | -                             | -                            | -                              |
| <b>TOTAL EXPENDITURES CIP<br/>FUND</b> | <b>4,093,274</b>  | <b>7,262,679</b>  | <b>10,825,000</b>             | <b>26,855,000</b>            | <b>16,030,000</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:

| Full-Time Employees   | FY 2017     | FY 2018     | FY 2019     | FY 2019     | Inc/(Dec)   |
|-----------------------|-------------|-------------|-------------|-------------|-------------|
| Administration        | 5.0         | 6.5         | 6.5         | 6.5         | 0           |
| Source of Supply      | 12.0        | 11.5        | 11.5        | 11.5        | 0           |
| Trans/Distribution    | 18.0        | 18.5        | 22.5        | 35.5        | 13.0        |
| Mechanical/Electrical | 0           | 4.0         | 4.0         | 4.0         | 0           |
| Engineering           | 5.0         | 3.0         | 3.0         | 3.0         | 0           |
| <b>Total</b>          | <b>40.0</b> | <b>43.5</b> | <b>47.5</b> | <b>60.5</b> | <b>13.0</b> |

### Revenue Summary:

| Revenue Sources         | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Use of Money            | 6,074             | 13,810            | 6,000                         | 16,000                       | 10,000                         |
| Charges for Services    | 23,447,360        | 22,601,317        | 24,527,000                    | 26,027,000                   | 1,500,000                      |
| Miscellaneous Revenue   | 626               | 2,400             | 2,000                         | 2,000                        | -                              |
| Recovered Costs         | 328,442           | 33,273            | -                             | -                            | -                              |
| Federal Categorical Aid | 269,203           | 269,348           | 270,000                       | 270,000                      | -                              |
| Non-Revenue Receipts    | -                 | 1,049,729         | -                             | 1,625,000                    | 1,625,000                      |
| <b>TOTAL REVENUE</b>    | <b>24,051,705</b> | <b>23,969,877</b> | <b>24,805,000</b>             | <b>27,940,000</b>            | <b>3,135,000</b>               |

# Utilities Fund

## Revenue Detail:

| REVENUE                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Interest Earnings        | 4,443             | 13,810            | 6,000                         | 16,000                       | 10,000                         |
| Rental Rec Prop/Facility | 1,631             | -                 | -                             | -                            | -                              |
| USE OF MONEY             | 6,074             | 13,810            | 6,000                         | 16,000                       | 10,000                         |
| Sale of Water            | 13,609,579        | 13,301,632        | 13,300,000                    | 14,300,000                   | 1,000,000                      |
| Sale of Sewer            | 9,610,214         | 9,058,525         | 11,000,000                    | 11,500,000                   | 500,000                        |
| Reconnection Charges     | 26,430            | 23,600            | 25,000                        | 25,000                       | -                              |
| Special Sewer            | 994               | 4,330             | 1,000                         | 1,000                        | -                              |
| Penalties                | 199,102           | 212,666           | 200,000                       | 200,000                      | -                              |
| TV Inspections           | 1,041             | 564               | 1,000                         | 1,000                        | -                              |
| CHARGES FOR SERVICES     | 23,447,360        | 22,601,317        | 24,527,000                    | 26,027,000                   | 1,500,000                      |
| Bad Checks               | 626               | 1,775             | 2,000                         | 2,000                        | -                              |
| Sale of Surplus Property | -                 | 625               | -                             | -                            | -                              |
| MISCELLANEOUS REVENUE    | 626               | 2,400             | 2,000                         | 2,000                        | -                              |
| Miscellaneous            | 7,042             | 15,993            | -                             | -                            | -                              |
| Capital Contribution     | 321,400           | 17,280            | -                             | -                            | -                              |
| RECOVERED COSTS          | 328,442           | 33,273            | -                             | -                            | -                              |
| ARRA - Stimulus          | 269,203           | 269,348           | 270,000                       | 270,000                      | -                              |
| FEDERAL CATEGORICAL AID  | 269,203           | 269,348           | 270,000                       | 270,000                      | -                              |
| Utilities CIP Fund       | -                 | 1,049,729         | -                             | 1,625,000                    | 1,625,000                      |
| NON-REVENUE RECEIPTS     | -                 | 1,049,729         | -                             | 1,625,000                    | 1,625,000                      |
| <b>TOTAL UTILITIES</b>   | <b>24,051,705</b> | <b>23,969,877</b> | <b>24,805,000</b>             | <b>27,940,000</b>            | <b>3,135,000</b>               |

## Utilities Fund

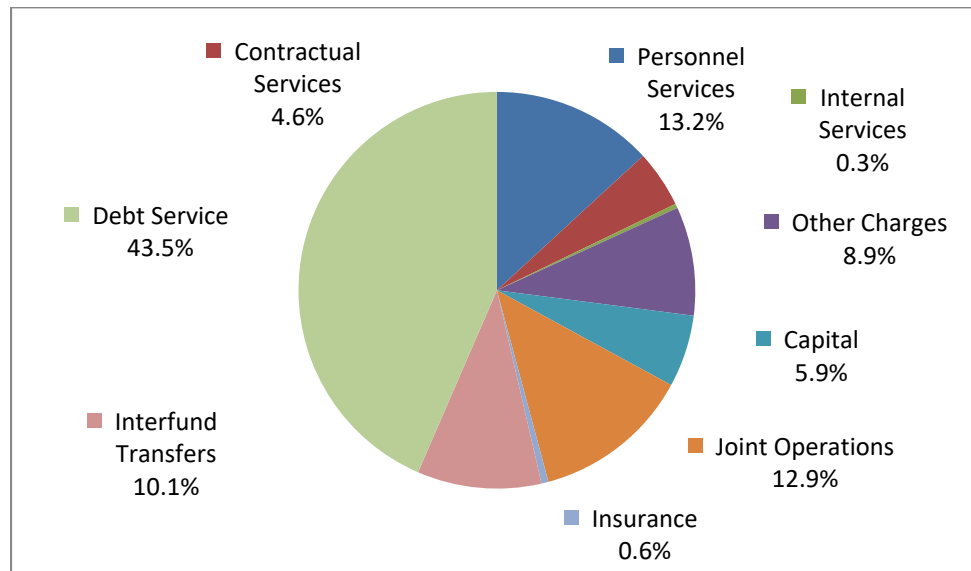
### Expenditure Summary:

|                               | FY 2017           | FY 2018           | FY 2019           | FY 2020           | FY 2020          |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|------------------|
|                               | ACTUAL            | ACTUAL            | ORIGINAL          | ADOPTED           | BUDGET           |
| Expenditure by Classification | ACTUAL            | ACTUAL            | BUDGET            | BUDGET            | Inc/(Dec)        |
| Personnel Services            | 2,661,945         | 2,806,088         | 3,335,700         | 3,679,300         | 343,600          |
| Contractual Services          | 977,397           | 1,131,219         | 1,226,400         | 1,301,900         | 75,500           |
| Internal Services             | 117,226           | 114,397           | 102,000           | 100,500           | (1,500)          |
| Other Charges                 | 2,138,503         | 2,087,979         | 2,387,900         | 2,475,900         | 88,000           |
| Capital                       | 5,309,153         | 5,314,675         | 699,000           | 1,645,000         | 946,000          |
| Joint Operations              | 2,698,730         | 2,708,933         | 3,400,000         | 3,600,000         | 200,000          |
| Insurance                     | 134,676           | 137,595           | 160,000           | 160,000           | -                |
| Interfund Transfers           | 1,600,000         | 42,490,924        | 2,698,000         | 2,826,000         | 128,000          |
| Debt Service                  | 4,522,934         | 4,617,343         | 10,796,000        | 12,151,400        | 1,355,400        |
| <b>TOTAL EXPENDITURES</b>     | <b>20,160,564</b> | <b>61,409,153</b> | <b>24,805,000</b> | <b>27,940,000</b> | <b>3,135,000</b> |

|                           | FY 2017           | FY 2018           | FY 2019           | FY 2020           | FY 2020          |
|---------------------------|-------------------|-------------------|-------------------|-------------------|------------------|
|                           | ACTUAL            | ACTUAL            | ORIGINAL          | ADOPTED           | BUDGET           |
| Expenditure by Division   | ACTUAL            | ACTUAL            | BUDGET            | BUDGET            | Inc/(Dec)        |
| Administration            | 823,571           | 667,220           | 801,600           | 807,600           | 6,000            |
| Source of Supply          | 2,686,310         | 2,793,404         | 3,297,500         | 3,159,800         | (137,700)        |
| Transmission/Distribution | 2,004,373         | 1,999,026         | 2,752,500         | 4,226,500         | 1,474,000        |
| Mechanical & Electrical   | -                 | 425,414           | 598,000           | 686,400           | 88,400           |
| Engineering               | 5,689,970         | 5,569,294         | 301,400           | 322,300           | 20,900           |
| Joint Operations          | 2,698,730         | 2,708,933         | 3,400,000         | 3,600,000         | 200,000          |
| Insurance                 | 134,676           | 137,595           | 160,000           | 160,000           | -                |
| Other                     | -                 | -                 | -                 | 1,426,000         | 1,426,000        |
| Interfund Transfers       | 1,600,000         | 42,490,924        | 2,698,000         | 1,400,000         | (1,298,000)      |
| Debt Service              | 4,522,934         | 4,617,343         | 10,796,000        | 12,151,400        | 1,355,400        |
| <b>TOTAL EXPENDITURES</b> | <b>20,160,564</b> | <b>61,409,153</b> | <b>24,805,000</b> | <b>27,940,000</b> | <b>3,135,000</b> |

# Utilities Fund

## FY 2020 Expenditures by Classification



### Expenditure Detail:

| EXPENDITURES                 | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>ADMINISTRATION</b>        |                   |                   |                               |                              |                                |
| Regular                      | 324,256           | 310,148           | 371,890                       | 363,869                      | (8,021)                        |
| Overtime                     | 12,149            | 16,351            | 10,000                        | 10,000                       | -                              |
| FICA                         | 24,866            | 24,158            | 28,382                        | 25,973                       | (2,409)                        |
| VRS-Employer                 | 26,942            | 28,308            | 33,133                        | 31,965                       | (1,168)                        |
| Retirees                     | 38,499            | 45,825            | 46,000                        | 33,840                       | (12,160)                       |
| Insurance-Employer           | 3,676             | 3,870             | 4,872                         | 4,658                        | (214)                          |
| VA Local Disability Plan     | -                 | 313               | 990                           | 1,336                        | 346                            |
| Worker's Comp                | 430               | 478               | 459                           | 442                          | (17)                           |
| Benefits Admin Fee           | 161               | 173               | 223                           | 223                          | -                              |
| Employee Benefits            | 27,729            | 31,663            | 44,307                        | 51,967                       | 7,660                          |
| VRS Health Insurance Credit  | 365               | 383               | 444                           | 427                          | (17)                           |
| PERSONNEL                    | 459,073           | 461,670           | 540,700                       | 524,700                      | (16,000)                       |
| Engineering & Architect      | 56,018            | 450               | 25,000                        | 25,000                       | -                              |
| Other Professional Services  | -                 | 1,241             | -                             | -                            | -                              |
| Training/Education           | 4,400             | 10,448            | 7,000                         | 7,000                        | -                              |
| Repairs & Maintenance        | 50                | 100               | -                             | -                            | -                              |
| Vehicle Repair & Maintenance | 7                 | 51                | 1,000                         | 1,000                        | -                              |

# Utilities Fund

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

| EXPENDITURES                      | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>ADMINISTRATION - continued</b> |                   |                   |                               |                              |                                |
| Computer Services                 | 14,338            | 14,784            | 15,000                        | 16,000                       | 1,000                          |
| Printing & Binding                | 2,311             | 3,455             | 1,500                         | 3,500                        | 2,000                          |
| Local Media                       | 736               | -                 | 1,000                         | -                            | (1,000)                        |
| Contracted Parking                | 8,010             | 7,800             | 12,000                        | 12,000                       | -                              |
| Billing Services                  | 42,844            | 54,666            | 50,000                        | 55,000                       | 5,000                          |
| Food Services                     | -                 | -                 | 1,000                         | 1,000                        | -                              |
| CONTRACTUAL SERV                  | 128,714           | 92,995            | 113,500                       | 120,500                      | 7,000                          |
| Copier Charges                    | 1,867             | 2,318             | -                             | -                            | -                              |
| INTERNAL SERVICES                 | 1,867             | 2,318             | -                             | -                            | -                              |
| Postal Services                   | 9,028             | 6,730             | 8,000                         | 8,000                        | -                              |
| Telecommunications                | 519               | 1,125             | 3,000                         | 3,000                        | -                              |
| Land                              | 4,000             | 4,000             | 5,000                         | 5,000                        | -                              |
| Mileage & Transportation          | 154               | 335               | 1,500                         | 1,500                        | -                              |
| Travel & Training                 | 1,650             | 3,558             | 5,000                         | 5,000                        | -                              |
| State Health Depart. Utility Fee  | 33,624            | 33,810            | 34,000                        | 34,000                       | -                              |
| Banking Fees                      | 1,928             | 339               | 200                           | 200                          | -                              |
| Dues & Memberships                | 5,427             | 6,301             | 7,000                         | 7,000                        | -                              |
| Miscellaneous Charges & Fees      | 155,020           | 42,099            | 60,000                        | 70,000                       | 10,000                         |
| Office Supplies                   | 9,506             | 4,322             | 9,000                         | 9,000                        | -                              |
| Food & Food Service               | -                 | 127               | -                             | -                            | -                              |
| Vehicle & Equipment Fuels         | 64                | 26                | 200                           | 200                          | -                              |
| Books & Subscriptions             | 262               | 125               | 500                           | 500                          | -                              |
| Other Operating Supplies          | 8,921             | 7,340             | 9,000                         | 9,000                        | -                              |
| Computer Equipment                | 3,814             | -                 | 5,000                         | 10,000                       | 5,000                          |
| OTHER CHARGES                     | 233,917           | 110,237           | 147,400                       | 162,400                      | 15,000                         |
| <b>TOTAL ADMINISTRATION</b>       | <b>823,571</b>    | <b>667,220</b>    | <b>801,600</b>                | <b>807,600</b>               | <b>6,000</b>                   |
| <b>SOURCE OF SUPPLY</b>           |                   |                   |                               |                              |                                |
| Regular                           | 488,315           | 452,351           | 528,505                       | 523,169                      | (5,336)                        |
| Overtime                          | 111,909           | 64,953            | 79,000                        | 79,000                       | -                              |
| Part-time Non-Classified          | 19,306            | 19,885            | 30,000                        | 30,000                       | -                              |
| FICA                              | 46,739            | 40,717            | 48,366                        | 48,897                       | 531                            |
| VRS-Employer                      | 44,027            | 43,131            | 47,647                        | 47,139                       | (508)                          |
| Retirees                          | 15,820            | 17,100            | 18,000                        | 21,420                       | 3,420                          |

# Utilities Fund

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

| EXPENDITURES                               | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <i><b>SOURCE OF SUPPLY - continued</b></i> |                   |                   |                               |                              |                                |
| Insurance-Employer                         | 6,008             | 6,112             | 6,898                         | 6,869                        | (29)                           |
| VA Local Disability Plan                   | 482               | 674               | 1,070                         | 1,462                        | 392                            |
| State Unemployment Tax                     | -                 | 2,552             | -                             | -                            | -                              |
| Worker's Compensation                      | 9,055             | 7,808             | 9,832                         | 8,365                        | (1,467)                        |
| Benefits Admin Fee                         | 365               | 375               | 414                           | 414                          | -                              |
| Employee Benefits                          | 61,173            | 53,155            | 65,257                        | 61,426                       | (3,831)                        |
| VRS Health Insurance Credit                | 596               | 584               | 711                           | 639                          | (72)                           |
| PERSONNEL                                  | 803,795           | 709,397           | 835,700                       | 828,800                      | (6,900)                        |
| Engineering & Architect                    | -                 | 17,687            | -                             | -                            | -                              |
| Onsite Training                            | 2,821             | -                 | 4,200                         | 4,200                        | -                              |
| Employment Agencies                        | 49,109            | 66,957            | -                             | -                            | -                              |
| Repairs & Maintenance                      | 193,383           | 287,282           | 330,000                       | 330,000                      | -                              |
| Landscaping                                | -                 | -                 | -                             | 5,000                        | 5,000                          |
| Vehicle Repair & Maintenance               | 2,998             | 1,811             | 2,000                         | 3,000                        | 1,000                          |
| Mowing & Trimming                          | 9,400             | 8,050             | 10,000                        | 10,000                       | -                              |
| Computer Equipment                         | 15,409            | 19,184            | 5,000                         | 5,000                        | -                              |
| Printing & Binding                         | 158               | 219               | 500                           | 500                          | -                              |
| Local Media                                | -                 | 229               | -                             | -                            | -                              |
| Laundry & Dry Cleaning                     | 5,225             | 4,248             | 5,000                         | 5,000                        | -                              |
| Purchased Service Other                    | 10                | 10                | -                             | -                            | -                              |
| Refuse Service                             | 74,309            | 92,301            | 80,000                        | 80,000                       | -                              |
| Lab Services                               | 9,749             | 17,295            | 35,800                        | 36,000                       | 200                            |
| CONTRACTUAL SERV                           | 362,571           | 515,273           | 472,500                       | 478,700                      | 6,200                          |
| Fleet Fuel                                 | 35,453            | 44,258            | 40,000                        | 40,000                       | -                              |
| Fleet Parts                                | 22,309            | 17,989            | 20,000                        | 20,000                       | -                              |
| Fleet Labor                                | 57,597            | 49,832            | 40,000                        | 40,000                       | -                              |
| INTERNAL SERVICES                          | 115,359           | 112,079           | 100,000                       | 100,000                      | -                              |
| Electrical Services                        | 576,653           | 564,842           | 652,000                       | 672,000                      | 20,000                         |
| Heating Services                           | -                 | 211               | -                             | -                            | -                              |
| Postal Services                            | 456               | 198               | 1,700                         | 1,700                        | -                              |
| Telecommunications                         | 14,833            | 20,299            | 21,000                        | 21,000                       | -                              |
| Equipment Rental                           | 230               | 5,016             | 5,000                         | 5,000                        | -                              |
| Office Equipment                           | 2,280             | 2,405             | 2,800                         | 2,800                        | -                              |
| Mileage & Transportation                   | -                 | -                 | 1,000                         | 1,000                        | -                              |

## Utilities Fund

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

| EXPENDITURES                               | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b><i>SOURCE OF SUPPLY - continued</i></b> |                   |                   |                               |                              |                                |
| Travel & Training                          | 6,960             | 9,860             | 11,000                        | 11,000                       | -                              |
| Dues & Memberships                         | 403               | 411               | 2,100                         | 2,100                        | -                              |
| Local Real Estate Taxes                    | 72,489            | 65,366            | 65,000                        | 72,000                       | 7,000                          |
| Miscellaneous Charges & Fees               | 275               | 50                | 500                           | 500                          | -                              |
| Office Supplies                            | 2,450             | 1,353             | 1,500                         | 1,500                        | -                              |
| Food & Food Service                        | 61                | 140               | 200                           | 200                          | -                              |
| Medical & Laboratory                       | 35,543            | 39,712            | 45,000                        | 45,000                       | -                              |
| Laundry & Janitorial                       | 7,102             | 9,522             | 10,000                        | 10,000                       | -                              |
| Repair & Maintenance                       | 125,016           | 167,614           | 147,000                       | 162,000                      | 15,000                         |
| Vehicle & Equipment Fuels                  | 10,508            | 6,206             | 12,000                        | 15,000                       | 3,000                          |
| Vehicle & Equipment Supplies               | 7,790             | 1,937             | 2,000                         | 2,000                        | -                              |
| Uniforms & Apparel                         | 6,421             | 6,138             | 5,000                         | 5,000                        | -                              |
| Books & Subscriptions                      | 535               | -                 | 500                           | 500                          | -                              |
| Other Operating Supplies                   | 4,401             | 4,803             | 7,000                         | 7,000                        | -                              |
| Chemicals                                  | 523,089           | 549,353           | 630,000                       | 518,000                      | (112,000)                      |
| Computer Equipment                         | 7,090             | 1,219             | 15,000                        | 15,000                       | -                              |
| OTHER CHARGES                              | 1,404,585         | 1,456,655         | 1,637,300                     | 1,570,300                    | (67,000)                       |
| Machinery & Equipment                      | -                 | -                 | 252,000                       | 150,000                      | (102,000)                      |
| Motor Vehicle & Equipment                  | -                 | -                 | -                             | 32,000                       | 32,000                         |
| CAPITAL                                    | -                 | -                 | 252,000                       | 182,000                      | (70,000)                       |
| <b>TOTAL SOURCE OF SUPPLY</b>              | <b>2,686,310</b>  | <b>2,793,404</b>  | <b>3,297,500</b>              | <b>3,159,800</b>             | <b>(137,700)</b>               |
| <b><i>TRANSMISSION/ DISTRIBUTION</i></b>   |                   |                   |                               |                              |                                |
| Regular                                    | 667,151           | 733,459           | 931,833                       | 1,177,658                    | 245,825                        |
| Overtime                                   | 120,944           | 129,089           | 135,000                       | 145,000                      | 10,000                         |
| FICA                                       | 57,710            | 63,297            | 76,465                        | 100,173                      | 23,708                         |
| VRS-Employer                               | 59,198            | 68,581            | 83,633                        | 105,871                      | 22,238                         |
| Retirees                                   | 5,424             | 1,425             | -                             | -                            | -                              |
| Insurance-Employer                         | 8,074             | 9,372             | 12,200                        | 15,428                       | 3,228                          |
| VA Local Disability Plan                   | 463               | 690               | 2,459                         | 3,912                        | 1,453                          |
| Worker's Compensation                      | 19,079            | 22,356            | 24,938                        | 35,081                       | 10,143                         |
| Benefits Admin Fee                         | 572               | 632               | 815                           | 1,067                        | 252                            |
| Employee Benefits                          | 129,797           | 136,272           | 177,141                       | 222,696                      | 45,555                         |
| VRS Health Insurance Credit                | 802               | 928               | 1,116                         | 1,414                        | 298                            |
| PERSONNEL                                  | 1,069,214         | 1,166,101         | 1,445,600                     | 1,808,300                    | 362,700                        |



## Utilities Fund

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

| EXPENDITURES   | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b><i>TRANSMISSION/ DISTRIBUTION - continued</i></b> |                   |                   |                               |                              |                                |
| Medical, Dental, & Hospital                          | 400               | -                 | -                             | -                            | -                              |
| Other Professional Services                          | -                 | 16,507            | -                             | -                            | -                              |
| Onsite Training                                      | 2,627             | 3,695             | 5,000                         | 7,000                        | 2,000                          |
| Repair & Maintenance                                 | 375,500           | 375,096           | 435,000                       | 465,000                      | 30,000                         |
| Vehicle Repairs & Maintenance                        | 26,945            | 23,326            | 28,000                        | 52,000                       | 24,000                         |
| Mowing & Trimming                                    | 27,230            | 23,360            | 25,000                        | 27,400                       | 2,400                          |
| Computer Services                                    | 11,609            | 5,502             | 5,000                         | 5,000                        | -                              |
| Printing & Binding                                   | 565               | 784               | 1,000                         | 1,200                        | 200                            |
| Advertising  | -                 | 515               | -                             | 300                          | 300                            |
| Laundry & Dry Cleaning                               | 122               | -                 | -                             | -                            | -                              |
| Sanitary Landfill Usage                              | 3,768             | 1,531             | 5,000                         | 5,000                        | -                              |
| Refuse Service                                       | 1,208             | 1,204             | 1,200                         | 1,200                        | -                              |
| Miss Utility Service                                 | 4,971             | 4,403             | 5,000                         | 5,000                        | -                              |
| CONTRACTUAL SERV                                     | 454,945           | 455,923           | 510,200                       | 569,100                      | 58,900                         |
| Electrical Services                                  | 84,005            | 12,360            | 15,000                        | 15,000                       | -                              |
| Heating Services                                     | 966               | 1,191             | 2,500                         | 2,500                        | -                              |
| Water & Sewer  | 1,929             | 1,764             | 2,000                         | 2,200                        | 200                            |
| Postal Services                                      | 284               | 804               | 500                           | 800                          | 300                            |
| Telecommunications                                   | 26,558            | 9,337             | 12,000                        | 12,000                       | -                              |
| Property Insurance                                   | 18,965            | 18,154            | 20,000                        | 20,000                       | -                              |
| Equipment Rental                                     | 12,831            | 2,027             | 12,500                        | 12,500                       | -                              |
| Office Equipment                                     | 1,841             | 2,238             | 2,000                         | 2,100                        | 100                            |
| Lease/Rent of Buildings                              | 800               | 1,073             | 1,500                         | 1,500                        | -                              |
| Mileage & Transportation                             | 11                | -                 | 1,000                         | 1,000                        | -                              |
| Travel & Training                                    | 5,435             | 1,018             | 12,000                        | 12,000                       | -                              |
| Dues & Memberships                                   | -                 | -                 | 500                           | 500                          | -                              |
| Miscellaneous Charges & Fees                         | 4,336             | 145               | 7,500                         | 7,500                        | -                              |
| Office Supplies                                      | 1,897             | 5,430             | 2,000                         | 3,000                        | 1,000                          |
| Food & Food Service                                  | 316               | 412               | 500                           | 500                          | -                              |
| Medical & Laboratory                                 | 243               | 291               | 500                           | 500                          | -                              |
| Laundry & Janitorial Services                        | 3,045             | 3,232             | 5,000                         | 5,000                        | -                              |
| Repair & Maintenance                                 | 247,561           | 245,414           | 225,000                       | 340,000                      | 115,000                        |
| Vehicle & Equipment Fuels                            | 707               | 301               | 2,000                         | 2,000                        | -                              |
| Vehicle & Equipment                                  | 6,206             | 10,747            | 12,500                        | 18,000                       | 5,500                          |
| Uniforms & Apparel                                   | 13,979            | 12,915            | 14,000                        | 18,000                       | 4,000                          |
| Books & Subscriptions                                | 194               | 230               | -                             | 300                          | 300                            |

# Utilities Fund

## Expenditure Detail - continued:

| EXPENDITURES                                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>TRANSMISSION/ DISTRIBUTION - continued</b> |                   |                   |                               |                              |                                |
| Other Operating Supplies                      | 5,407             | 2,324             | 3,500                         | 3,500                        | -                              |
| Streets & Sidewalks                           | 37,666            | 34,270            | 45,000                        | 65,000                       | 20,000                         |
| Chemicals                                     | 1,499             | 3,494             | 1,700                         | 1,700                        | -                              |
| Computer Equipment                            | 3,533             | 7,831             | 4,000                         | 4,000                        | -                              |
| OTHER CHARGES                                 | 480,214           | 377,002           | 404,700                       | 551,100                      | 146,400                        |
| Machinery & Equipment                         | -                 | -                 | 282,000                       | 708,000                      | 426,000                        |
| Motor Vehicle & Equipment                     | -                 | -                 | 110,000                       | 590,000                      | 480,000                        |
| CAPITAL                                       | -                 | -                 | 392,000                       | 1,298,000                    | 906,000                        |
| <b>TOTAL TRANSMISSION/<br/>DISTRIBUTION</b>   | <b>2,004,373</b>  | <b>1,999,026</b>  | <b>2,752,500</b>              | <b>4,226,500</b>             | <b>1,474,000</b>               |
| <b>MECHANICAL &amp; ELECTRICAL</b>            |                   |                   |                               |                              |                                |
| Regular                                       | -                 | 162,997           | 180,992                       | 172,744                      | (8,248)                        |
| Overtime                                      | -                 | 26,853            | 20,000                        | 40,000                       | 20,000                         |
| FICA  | -                 | 13,778            | 14,128                        | 16,000                       | 1,872                          |
| VRS-Employer                                  | -                 | 14,302            | 16,189                        | 15,529                       | (660)                          |
| Insurance-Employer                            | -                 | 1,955             | 2,316                         | 2,263                        | (53)                           |
| VA Local Disability Plan                      | -                 | 638               | 731                           | 965                          | 234                            |
| Worker's Compensation                         | -                 | 1,970             | 2,246                         | 1,906                        | (340)                          |
| Benefits Admin Fee                            | -                 | 125               | 144                           | 144                          | -                              |
| Employee Benefits                             | -                 | 39,227            | 34,442                        | 30,442                       | (4,000)                        |
| VRS Health Insurance Credit                   | -                 | 192               | 212                           | 207                          | (5)                            |
| PERSONNEL                                     | -                 | 262,037           | 271,400                       | 280,200                      | 8,800                          |
| Onsite Training                               | -                 | 250               | -                             | -                            | -                              |
| Repairs & Maintenance                         | -                 | 20,032            | 77,000                        | 77,000                       | -                              |
| Vehicle & Equipment                           | -                 | 1,083             | 5,000                         | 7,000                        | 2,000                          |
| Mowing & Trimming                             | -                 | 7,283             | 8,500                         | 8,500                        | -                              |
| Advertising                                   | -                 | -                 | -                             | 1,000                        | 1,000                          |
| CONTRACTUAL SERV                              | -                 | 28,648            | 90,500                        | 93,500                       | 3,000                          |
| Electrical Services                           | -                 | 65,031            | 88,000                        | 92,400                       | 4,400                          |
| Heating Services                              | -                 | 311               | -                             | -                            | -                              |
| Telecommunications                            | -                 | 2,212             | 2,000                         | -                            | (2,000)                        |
| Equipment Lease                               | -                 | -                 | 2,000                         | 2,000                        | -                              |

## Utilities Fund

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

| EXPENDITURES  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b><i>MECHANICAL &amp; ELECTRICAL - continued</i></b> |                   |                   |                               |                              |                                |
| Travel & Training                                     | -                 | 2,286             | 15,000                        | 17,000                       | 2,000                          |
| Office Supplies                                       | -                 | 60                | 500                           | 500                          | -                              |
| Laundry & Janitorial                                  | -                 | -                 | 1,000                         | 1,000                        | -                              |
| Repair & Maintenance                                  | -                 | 63,563            | 52,000                        | 52,000                       | -                              |
| Vehicle & Equip Fuels                                 | -                 | 812               | 2,800                         | 3,800                        | 1,000                          |
| Vehicle Repair & Maintenance                          | -                 | 85                | 500                           | 500                          | -                              |
| Uniforms & Apparel                                    | -                 | 336               | 800                           | 2,000                        | 1,200                          |
| Books & Subscription                                  | -                 | -                 | 1,000                         | 1,000                        | -                              |
| Other Operating Supplies                              | -                 | 33                | 500                           | 500                          | -                              |
| Computer Equipment                                    | -                 | -                 | 15,000                        | 5,000                        | (10,000)                       |
| OTHER CHARGES   | -                 | 134,729           | 181,100                       | 177,700                      | (3,400)                        |
| Motor Vehicle & Equipment                             | -                 | -                 | 55,000                        | 135,000                      | 80,000                         |
| CAPITAL   | -                 | -                 | 55,000                        | 135,000                      | 80,000                         |
| <b>TOTAL MECHANICAL &amp; ELEC</b>                    | <b>-</b>          | <b>425,414</b>    | <b>598,000</b>                | <b>686,400</b>               | <b>88,400</b>                  |
| <b><i>ENGINEERING</i></b>                             |                   |                   |                               |                              |                                |
| Regular   | 237,676           | 152,349           | 170,470                       | 174,346                      | 3,876                          |
| Overtime  | 7,521             | 188               | 10,000                        | 1,000                        | (9,000)                        |
| FICA  | 17,628            | 10,744            | 13,243                        | 12,415                       | (828)                          |
| VRS-Employer  | 23,709            | 14,485            | 15,391                        | 15,673                       | 282                            |
| Insurance-Employer                                    | 3,235             | 1,980             | 2,234                         | 2,284                        | 50                             |
| VA Local Disability Plan                              | 418               | 432               | 630                           | 656                          | 26                             |
| Worker's Compensation                                 | 1,431             | 760               | 874                           | 805                          | (69)                           |
| Benefits Admin Fee                                    | 157               | 99                | 108                           | 108                          | -                              |
| Employee Benefits                                     | 37,767            | 25,650            | 29,145                        | 29,804                       | 659                            |
| VRS Health Insurance Credit                           | 321               | 196               | 205                           | 209                          | 4                              |
| PERSONNEL   | 329,863           | 206,883           | 242,300                       | 237,300                      | (5,000)                        |
| Engineering & Architect                               | 25,000            | 25,000            | 25,000                        | 25,000                       | -                              |
| Onsite Training                                       | -                 | 1,500             | 1,500                         | 1,500                        | -                              |
| Vehicle Repairs & Maintenance                         | 16                | 73                | 500                           | 500                          | -                              |
| Computer Services                                     | 6,151             | 11,801            | 12,500                        | 12,500                       | -                              |
| Printing & Binding                                    | -                 | 6                 | 200                           | 100                          | (100)                          |
| Lab Services  | -                 | -                 | -                             | 500                          | 500                            |
| CONTRACTUAL SERV                                      | 31,167            | 38,380            | 39,700                        | 40,100                       | 400                            |

# Utilities Fund

## Expenditure Detail - continued:

| EXPENDITURES                   | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>ENGINEERING - continued</b> |                   |                   |                               |                              |                                |
| Copier Charges                 | -                 | -                 | 2,000                         | 500                          | (1,500)                        |
| INTERNAL SERVICES              | -                 | -                 | 2,000                         | 500                          | (1,500)                        |
| Postal Services                | -                 | -                 | 200                           | 200                          | -                              |
| Telecommunications             | 4,861             | 1,014             | 1,000                         | -                            | (1,000)                        |
| Mileage & Transportation       | -                 | -                 | 500                           | 500                          | -                              |
| Travel & Training              | 4,131             | 4,725             | 7,000                         | 7,000                        | -                              |
| Dues & Memberships             | 230               | 398               | 600                           | 600                          | -                              |
| Court Filing Fees              | -                 | 88                | -                             | 500                          | 500                            |
| Office Supplies                | -                 | 120               | -                             | 500                          | 500                            |
| Food & Food Service            | 996               | 669               | 1,000                         | 1,000                        | -                              |
| Vehicle & Equipment Fuels      | 58                | 120               | -                             | 200                          | 200                            |
| Vehicle & Equipment Supplies   | 164               | 22                | -                             | 100                          | 100                            |
| Uniforms & Apparel             | 1,491             | 399               | 1,500                         | 1,500                        | -                              |
| Books & Subscriptions          | 107               | 50                | 300                           | 300                          | -                              |
| Other Operating Supplies       | 5,288             | 1,751             | 1,300                         | 2,000                        | 700                            |
| Computer Equipment             | 2,461             | -                 | 4,000                         | -                            | (4,000)                        |
| OTHER CHARGES                  | 19,787            | 9,356             | 17,400                        | 14,400                       | (3,000)                        |
| Motor Vehicle & Equipment      | -                 | -                 | -                             | 30,000                       | 30,000                         |
| Depreciation Expense           | 5,309,153         | 5,314,675         | -                             | -                            | -                              |
| CAPITAL                        | 5,309,153         | 5,314,675         | -                             | 30,000                       | 30,000                         |
| <b>TOTAL ENGINEERING</b>       | <b>5,689,970</b>  | <b>5,569,294</b>  | <b>301,400</b>                | <b>322,300</b>               | <b>20,900</b>                  |
| <b>OTHER</b>                   |                   |                   |                               |                              |                                |
| Fund Balance - Reserves        | -                 | -                 | -                             | 1,426,000                    | 1,426,000                      |
| OTHER CHARGES                  | -                 | -                 | -                             | 1,426,000                    | 1,426,000                      |
| <b>TOTAL OTHER</b>             | <b>-</b>          | <b>-</b>          | <b>-</b>                      | <b>1,426,000</b>             | <b>1,426,000</b>               |
| <b>JOINT OPERATIONS</b>        |                   |                   |                               |                              |                                |
| FWSA Service Charge            | 2,698,730         | 2,708,933         | 3,400,000                     | 3,600,000                    | 200,000                        |
| OTHER CHARGES                  | 2,698,730         | 2,708,933         | 3,400,000                     | 3,600,000                    | 200,000                        |
| <b>TOTAL JOINT OPERATIONS</b>  | <b>2,698,730</b>  | <b>2,708,933</b>  | <b>3,400,000</b>              | <b>3,600,000</b>             | <b>200,000</b>                 |

## Utilities Fund

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

| <b>EXPENDITURES</b>           | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|-------------------------------|---------------------------|---------------------------|--|---------------------------------------|---|
| <b><i>INSURANCE</i></b>       |                           |                           |  |                                       |   |
| Property Insurance            | 62,108                    | 45,436                    | 65,000                                 | 65,000                                | -                                       |
| Motor Vehicle Insurance       | 17,118                    | 18,746                    | 20,000                                 | 20,000                                | -                                       |
| General Liability             | 55,450                    | 73,413                    | 75,000                                 | 75,000                                | -                                       |
| OTHER CHARGES                 | 134,676                   | 137,595                   | 160,000                                | 160,000                               | -                                       |
| <b><i>TOTAL INSURANCE</i></b> | <b>134,676</b>            | <b>137,595</b>            | <b>160,000</b>                         | <b>160,000</b>                        | <b>-</b>                                |
| <b><i>INTERFUND</i></b>       |                           |                           |  |                                       |   |
| General Fund                  | 1,600,000                 | 1,500,000                 | 1,400,000                              | 1,400,000                             | -                                       |
| Capital Improvement Fund      | -                         | 40,990,924                | 1,298,000                              | -                                     | (1,298,000)                             |
| TRANSFERS                     | 1,600,000                 | 42,490,924                | 2,698,000                              | 1,400,000                             | (1,298,000)                             |
| <b><i>TOTAL INTERFUND</i></b> | <b>1,600,000</b>          | <b>42,490,924</b>         | <b>2,698,000</b>                       | <b>1,400,000</b>                      | <b>(1,298,000)</b>                      |
| <b><i>DEBT</i></b>            |                           |                           |  |                                       |   |
| Principal - Bonds             | -                         | -                         | 5,235,000                              | 5,092,000                             | (143,000)                               |
| Interest - Bonds              | 3,201,604                 | 2,884,140                 | 2,905,000                              | 4,251,200                             | 1,346,200                               |
| Bond Issuance Costs           | 153,405                   | 371,535                   | -                                      | -                                     | -                                       |
| FWSA Debt                     | 1,167,925                 | 1,361,668                 | 2,656,000                              | 2,808,200                             | 152,200                                 |
| <b><i>DEBT SERVICE</i></b>    | <b>4,522,934</b>          | <b>4,617,343</b>          | <b>10,796,000</b>                      | <b>12,151,400</b>                     | <b>1,355,400</b>                        |
| <b>TOTAL UTILITIES FUND</b>   | <b>20,160,564</b>         | <b>61,409,153</b>         | <b>24,805,000</b>                      | <b>27,940,000</b>                     | <b>3,135,000</b>                        |

## Utilities Capital Improvement Fund

### Revenue Detail:

| REVENUE                     | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Interest Earnings           | -                 | 91,757            | -                             | -                            | -                              |
| CHARGES FOR SERVICE         | -                 | 91,757            | -                             | -                            | -                              |
| Availability Fee -Water     | 197,700           | 212,455           | -                             | -                            | -                              |
| Availability Fee - Sewer    | 256,505           | 307,068           | -                             | -                            | -                              |
| CHARGES FOR SERVICE         | 454,205           | 519,523           | -                             | -                            | -                              |
| Sale of Bonds               | -                 | 40,990,924        | 22,500,000                    | -                            | (22,500,000)                   |
| Fund Balance                | -                 | -                 | 50,000                        | 34,275,000                   | 34,225,000                     |
| NON-REVENUE RECEIPTS        | -                 | 40,990,924        | 22,550,000                    | 34,275,000                   | 11,725,000                     |
| <b>TOTAL REV CAP IMPROV</b> | <b>454,205</b>    | <b>41,602,204</b> | <b>22,550,000</b>             | <b>34,275,000</b>            | <b>11,725,000</b>              |

### Expenditure Detail:

| EXPENDITURES                     | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|----------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| CAPITAL PROJECTS                 |                   |                   |                               |                              |                                |
| Infrastructure Improvement       | -                 | -                 | 16,550,000                    | 23,650,000                   | 7,100,000                      |
| Water Meter Replacement          | -                 | -                 | 4,000,000                     | 7,000,000                    | 3,000,000                      |
| Sanitary Sewer Improvements      | -                 | -                 | 2,000,000                     | 2,000,000                    | -                              |
| CAPITAL                          | -                 | -                 | 22,550,000                    | 32,650,000                   | 10,100,000                     |
| INTERFUND                        |                   |                   |                               |                              |                                |
| Utilities Operating              | -                 | 1,049,729         | -                             | 1,625,000                    | 1,625,000                      |
| TRANSFERS                        | -                 | 1,049,729         | -                             | 1,625,000                    | 1,625,000                      |
| DEBT                             |                   |                   |                               |                              |                                |
| Bond Issuance Costs              | -                 | 45,500            | -                             | -                            | -                              |
| TRANSFERS                        | -                 | 45,500            | -                             | -                            | -                              |
| <b>TOTAL CAPITAL IMPROV FUND</b> | <b>-</b>          | <b>1,095,229</b>  | <b>22,550,000</b>             | <b>34,275,000</b>            | <b>11,725,000</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 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Revenue by Classification</b>     |                   |                   |                               |                              |                                |
| Use of Money                         | 4,277             | 4,361             | 10,000                        | 10,000                       | -                              |
| Recovered Costs                      | 417,239           | 477,771           | 425,000                       | 475,000                      | 50,000                         |
| Non-Revenue Receipts                 | -                 | -                 | 450,000                       | 373,000                      | (77,000)                       |
| <b>TOTAL REVENUE</b>                 | <b>421,516</b>    | <b>482,132</b>    | <b>885,000</b>                | <b>858,000</b>               | <b>(27,000)</b>                |
| <b>Expenditure by Classification</b> |                   |                   |                               |                              |                                |
| Personnel Services                   | 274,105           | 269,172           | 275,000                       | 210,000                      | (65,000)                       |
| Contractual Services                 | 418,641           | 463,856           | 470,000                       | 495,000                      | 25,000                         |
| Other Charges                        | 785               | 13,609            | 4,000                         | 35,000                       | 31,000                         |
| Transfers                            | -                 | -                 | 136,000                       | 118,000                      | (18,000)                       |
| <b>TOTAL EXPENDITURES</b>            | <b>693,531</b>    | <b>746,637</b>    | <b>885,000</b>                | <b>858,000</b>               | <b>(27,000)</b>                |

### Revenue Detail:

| REVENUE                            | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Interest Earnings                  | 4,277             | 4,361             | 10,000                        | 10,000                       | -                              |
| USE OF MONEY                       | 4,277             | 4,361             | 10,000                        | 10,000                       | -                              |
| Miscellaneous Revenue              | 1,841             | 57,712            | -                             | -                            | -                              |
| Worker's Compensation              | 415,398           | 420,059           | 425,000                       | 475,000                      | 50,000                         |
| RECOVERED COSTS                    | 417,239           | 477,771           | 425,000                       | 475,000                      | 50,000                         |
| Fund Balance                       | -                 | -                 | 450,000                       | 373,000                      | (77,000)                       |
| NON-REVENUE RECEIPTS               | -                 | -                 | 450,000                       | 373,000                      | (77,000)                       |
| <b>TOTAL EMPLOYEE<br/>BENEFITS</b> | <b>421,516</b>    | <b>482,132</b>    | <b>885,000</b>                | <b>858,000</b>               | <b>(27,000)</b>                |

## Employee Benefits Fund

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

| EXPENDITURES                            | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Retirees                                | 274,105           | 269,172           | 275,000                       | 210,000                      | (65,000)                       |
| PERSONNEL                               | 274,105           | 269,172           | 275,000                       | 210,000                      | (65,000)                       |
| Health Insurance Charges                | 18,903            | 15,128            | 20,000                        | 20,000                       | -                              |
| Other Professional Services             | -                 | 54,354            | -                             | -                            | -                              |
| Onsite Training                         | 13,060            | -                 | 25,000                        | -                            | (25,000)                       |
| Worker's Compensation                   | 386,678           | 394,374           | 425,000                       | 475,000                      | 50,000                         |
| CONTRACTUAL SERVICES                    | 418,641           | 463,856           | 470,000                       | 495,000                      | 25,000                         |
| Training & Education                    | -                 | 13,448            | -                             | 15,000                       | 15,000                         |
| Banking Fees                            | 785               | 161               | 2,000                         | -                            | (2,000)                        |
| Miscellaneous Charges & Fees            | -                 | -                 | 2,000                         | -                            | (2,000)                        |
| Awards, Plaques & Other                 | -                 | -                 | -                             | 20,000                       | 20,000                         |
| OTHER CHARGES                           | 785               | 13,609            | 4,000                         | 35,000                       | 31,000                         |
| General Fund                            | -                 | -                 | 136,000                       | 118,000                      | (18,000)                       |
| TRANSFERS                               | -                 | -                 | 136,000                       | 118,000                      | (18,000)                       |
| <b>TOTAL EMPLOYEE<br/>BENEFITS FUND</b> | <b>693,531</b>    | <b>746,637</b>    | <b>885,000</b>                | <b>858,000</b>               | <b>(27,000)</b>                |



## Equipment Maintenance Fund

**Mission Statement:** The Equipment Maintenance Team shall provide quality vehicle/equipment maintenance services by operating in a reliable, safe, timely, orderly and courteous manner to all City staff and departments, and in a cost-effective and transparent manner.

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

- Control fleet maintenance costs and minimize vehicle downtime by completing regular servicing and maintenance in line with manufacturer's recommendations
- Continue to improve and build on the technical skills of all technicians through relevant continuing education opportunities
- Maintain high levels of customer service and user satisfaction

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

|                                      | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Revenue by Classification</b>     |                   |                   |                               |                              |                                |
| Use of Money                         | 336               | 324               | -                             | -                            | -                              |
| Recovered Costs                      | 1,504,409         | 1,688,751         | 1,655,000                     | 1,665,000                    | 10,000                         |
| Non-Revenue Receipts                 |                   |                   |                               |                              | -                              |
| <b>TOTAL REVENUE</b>                 | <b>1,504,745</b>  | <b>1,689,075</b>  | <b>1,655,000</b>              | <b>1,665,000</b>             | <b>10,000</b>                  |
| <b>Expenditure by Classification</b> |                   |                   |                               |                              |                                |
| Personnel Services                   | 321,249           | 383,419           | 523,800                       | 586,700                      | 62,900                         |
| Contractual Services                 | 398,461           | 482,145           | 378,100                       | 326,800                      | (51,300)                       |
| Internal Services                    | 17,935            | 6,915             | 35,000                        | 35,000                       | -                              |
| Other Charges                        | 714,488           | 815,796           | 718,100                       | 716,500                      | (1,600)                        |
| Depreciation                         | 4,892             | 5,111             | -                             | -                            | -                              |
| <b>TOTAL EXPENDITURES</b>            | <b>1,457,025</b>  | <b>1,693,386</b>  | <b>1,655,000</b>              | <b>1,665,000</b>             | <b>10,000</b>                  |

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

| Full-Time Employees | FY 2017    | FY 2018    | FY 2019    | FY 2020    | Inc/(Dec) |
|---------------------|------------|------------|------------|------------|-----------|
| Equipment Fund      | 6.0        | 6.0        | 9.0        | 9.0        | 0         |
| <b>Total</b>        | <b>6.0</b> | <b>6.0</b> | <b>9.0</b> | <b>9.0</b> | <b>0</b>  |

## Equipment Maintenance Fund

### Revenue Detail:

| REVENUE                     | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Interest Earnings           | 336               | 324               | -                             | -                            | -                              |
| USE OF MONEY                | 336               | 324               | -                             | -                            | -                              |
| Sales of Surplus Property   | -                 | 1,646             | -                             | -                            | -                              |
| MISCELLANEOUS REVENUE       | -                 | 1,646             | -                             | -                            | -                              |
| External Recoveries         | 3,112             | 203               |                               |                              |                                |
| Fuel                        | 402,570           | 499,114           | 457,000                       | 407,000                      | (50,000)                       |
| Labor                       | 741,356           | 861,915           | 826,000                       | 895,000                      | 69,000                         |
| Parts                       | 357,371           | 327,519           | 372,000                       | 363,000                      | (9,000)                        |
| RECOVERED COSTS             | 1,504,409         | 1,688,751         | 1,655,000                     | 1,665,000                    | 10,000                         |
| <b>TOTAL EQUIPMENT FUND</b> | <b>1,504,745</b>  | <b>1,690,721</b>  | <b>1,655,000</b>              | <b>1,665,000</b>             | <b>10,000</b>                  |

### Expenditure Detail:

| EXPENDITURES                 | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                      | 206,766           | 258,739           | 362,271                       | 388,764                      | 26,493                         |
| Overtime                     | 27,071            | 21,271            | 14,000                        | 20,000                       | 6,000                          |
| FICA                         | 17,161            | 20,570            | 28,731                        | 32,010                       | 3,279                          |
| VRS-Employer                 | 18,825            | 22,446            | 33,050                        | 34,950                       | 1,900                          |
| Retirees                     | 4,961             | 6,506             | 5,000                         | 4,000                        | (1,000)                        |
| Insurance-Employer           | 2,569             | 3,065             | 4,748                         | 5,092                        | 344                            |
| VA Local Disability Plan     | 769               | 1,078             | 2,227                         | 2,356                        | 129                            |
| Worker's Compensation        | 3,489             | 3,869             | 5,446                         | 5,683                        | 237                            |
| Benefits Admin Fee           | 185               | 207               | 331                           | 331                          | -                              |
| Employee Benefits            | 39,198            | 45,363            | 67,561                        | 93,047                       | 25,486                         |
| VRS Health Insurance Credit  | 255               | 305               | 435                           | 467                          | 32                             |
| PERSONNEL                    | 321,249           | 383,419           | 523,800                       | 586,700                      | 62,900                         |
| Other Professional Services  | 1,804             | -                 | -                             | -                            | -                              |
| Onsite Training              | -                 | 277               | -                             | -                            | -                              |
| Repairs & Maintenance        | 14,592            | 22,494            | 17,000                        | 17,000                       | -                              |
| Vehicle Repair & Maintenance | 375,269           | 450,033           | 350,000                       | 300,000                      | (50,000)                       |
| Computer Services            | 525               | -                 | 1,000                         | 1,000                        | -                              |

# Equipment Maintenance Fund

## Expenditure Detail:

| EXPENDITURES                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Printing & Binding            | -                 | 60                | 100                           | 100                          | -                              |
| Local Media                   | -                 | 107               | -                             | -                            | -                              |
| Laundry & Dry Cleaning        | 6,271             | 8,210             | 7,500                         | 7,500                        | -                              |
| Refuse                        | -                 | 964               | 2,500                         | 1,200                        | (1,300)                        |
| CONTRACTUAL SERV              | 398,461           | 482,145           | 378,100                       | 326,800                      | (51,300)                       |
| Fleet Fuel                    | 1,975             | 1,753             | 3,000                         | 3,000                        | -                              |
| Fleet Parts                   | 3,669             | 2,571             | 3,000                         | 3,000                        | -                              |
| Fleet Labor                   | 12,291            | 2,591             | 8,000                         | 8,000                        | -                              |
| Billing Clearing Account      | -                 | -                 | 21,000                        | 21,000                       | -                              |
| INTERNAL SERVICES             | 17,935            | 6,915             | 35,000                        | 35,000                       | -                              |
| Electrical Services           | 10,030            | 10,107            | 12,000                        | 12,000                       | -                              |
| Heating Services              | 3,330             | 5,822             | 7,000                         | 7,000                        | -                              |
| Water & Sewer                 | 2,916             | 3,365             | 5,000                         | 5,000                        | -                              |
| Postal Services               | 100               | 19                | 200                           | 200                          | -                              |
| Telecommunications            | 3,556             | 3,225             | 3,750                         | 3,750                        | -                              |
| Property Insurance            | 1,055             | 885               | 1,600                         | 1,200                        | (400)                          |
| Motor Vehicle Insurance       | 369               | 354               | 500                           | 500                          | -                              |
| General Liability Insurance   | 2,972             | 3,360             | 3,000                         | 3,000                        | -                              |
| Mileage                       | 623               | 453               | 500                           | 500                          | -                              |
| Travel & Training             | 1,885             | 1,758             | 2,000                         | 2,000                        | -                              |
| Banking Fees                  | 51                | 9                 | 50                            | 50                           | -                              |
| Office Supplies               | 1,593             | 1,838             | 1,500                         | 1,800                        | 300                            |
| Food & Food Service           | 151               | 301               | 200                           | 200                          | -                              |
| Medical & Laboratory          | 229               | 248               | 300                           | 300                          | -                              |
| Laundry & Janitorial Services | 1,403             | 1,644             | 1,500                         | 1,500                        | -                              |
| Building Repair & Maintenance | 1,025             | 3,163             | 1,500                         | 1,500                        | -                              |
| Vehicle & Equipment Fuels     | 371,175           | 468,091           | 370,000                       | 370,000                      | -                              |
| Vehicle & Equipment           | 306,094           | 306,003           | 295,000                       | 295,000                      | -                              |
| Uniforms & Apparel            | 2,967             | 2,117             | 3,000                         | 3,000                        | -                              |
| Other Operating Supplies      | 2,964             | 3,034             | 7,500                         | 6,000                        | (1,500)                        |
| Computer Supplies             | -                 | -                 | 2,000                         | 2,000                        | -                              |
| OTHER CHARGES                 | 714,488           | 815,796           | 718,100                       | 716,500                      | (1,600)                        |
| Depreciation Expense          | 4,892             | 5,111             | -                             | -                            | -                              |
| CAPITAL                       | 4,892             | 5,111             | -                             | -                            | -                              |
| <b>TOTAL EQUIPMENT FUND</b>   | <b>1,457,025</b>  | <b>1,693,386</b>  | <b>1,655,000</b>              | <b>1,665,000</b>             | <b>10,000</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 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Interest Earnings              | -                 | 7,260             | -                             | -                            | -                              |
| REVENUE USE OF MONEY           | -                 | 7,260             | -                             | -                            | -                              |
| Other Post-Employment Benefits | 394,000           | 394,000           | 400,000                       | 317,000                      | (83,000)                       |
| CHARGES FOR SERVICES           | 394,000           | 394,000           | 400,000                       | 317,000                      | (83,000)                       |
| <b>TOTAL REVENUE</b>           | <b>394,000</b>    | <b>401,260</b>    | <b>400,000</b>                | <b>317,000</b>               | <b>(83,000)</b>                |

### Expenditure Detail:

| EXPENDITURES              | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Retirees                  | 394,000           | 394,000           | 400,000                       | 317,000                      | (83,000)                       |
| PERSONNEL                 | 394,000           | 394,000           | 400,000                       | 317,000                      | (83,000)                       |
| <b>TOTAL EXPENDITURES</b> | <b>394,000</b>    | <b>394,000</b>    | <b>400,000</b>                | <b>317,000</b>               | <b>(83,000)</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 2017          | FY 2018          | FY 2019          | FY 2020        | FY 2020          |
|----------------------|------------------|------------------|------------------|----------------|------------------|
| REVENUE              | ACTUAL           | ACTUAL           | ORIGINAL BUDGET  | ADOPTED BUDGET | BUDGET Inc/(Dec) |
| Interest Earnings    | 8,892            | 7,842            | -                | -              | -                |
| USE OF MONEY         | 8,892            | 7,842            | -                | -              | -                |
| Debt Service         | 1,229,025        | 1,230,425        | 1,220,000        | 997,000        | (223,000)        |
| CHARGES FOR SERVICES | 1,229,025        | 1,230,425        | 1,220,000        | 997,000        | (223,000)        |
| <b>TOTAL REVENUE</b> | <b>1,237,917</b> | <b>1,238,267</b> | <b>1,220,000</b> | <b>997,000</b> | <b>(223,000)</b> |

|                           | FY 2017          | FY 2018          | FY 2019          | FY 2020        | FY 2020          |
|---------------------------|------------------|------------------|------------------|----------------|------------------|
| EXPENDITURES              | ACTUAL           | ACTUAL           | ORIGINAL BUDGET  | ADOPTED BUDGET | BUDGET Inc/(Dec) |
| Facilities Construction   | 2,197            | 102              | -                | -              | -                |
| Principal                 | 715,000          | 745,700          | 745,000          | 765,000        | 20,000           |
| Interest                  | 514,025          | 484,725          | 475,000          | 232,000        | (243,000)        |
| DEBT SERVICES             | 1,231,222        | 1,230,527        | 1,220,000        | 997,000        | (223,000)        |
| <b>TOTAL EXPENDITURES</b> | <b>1,231,222</b> | <b>1,230,527</b> | <b>1,220,000</b> | <b>997,000</b> | <b>(223,000)</b> |

## Frederick-Winchester Service Authority Fund

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 adopted 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 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>Revenue by Classification</b>     |                   |                   |                               |                              |                                |
| Charges for Services                 | 4,992,510         | 5,672,448         | 5,647,000                     | 6,347,000                    | 700,000                        |
| <b>TOTAL REVENUE</b>                 | <b>4,992,510</b>  | <b>5,672,448</b>  | <b>5,647,000</b>              | <b>6,347,000</b>             | <b>700,000</b>                 |
| <b>Expenditure by Classification</b> |                   |                   |                               |                              |                                |
| Personnel Services                   | 1,671,134         | 1,547,343         | 1,868,500                     | 2,046,500                    | 178,000                        |
| Contractual Services                 | 902,924           | 1,214,223         | 1,111,500                     | 1,384,500                    | 273,000                        |
| Internal Services                    | 31,326            | 38,533            | 42,500                        | 32,500                       | (10,000)                       |
| Other Charges                        | 2,322,897         | 2,679,402         | 2,102,500                     | 2,472,500                    | 370,000                        |
| Capital                              | 64,226            | 192,952           | 522,000                       | 411,000                      | (111,000)                      |
| <b>TOTAL EXPENDITURES</b>            | <b>4,992,507</b>  | <b>5,672,453</b>  | <b>5,647,000</b>              | <b>6,347,000</b>             | <b>700,000</b>                 |

# Frederick-Winchester Service Authority Fund

## Staffing Summary:

| Full-Time Employees | FY 2017     | FY 2018     | FY 2019     | FY 2020     | Inc/(Dec)  |
|---------------------|-------------|-------------|-------------|-------------|------------|
| Equipment Fund      | 25.0        | 27.5        | 27.5        | 28.5        | 1.0        |
| Authority Staff     | 2.0         | 2.0         | 2.0         | 2.0         | 0          |
| <b>Total</b>        | <b>27.0</b> | <b>29.5</b> | <b>29.5</b> | <b>30.5</b> | <b>1.0</b> |

## Revenue Detail:

|                        | FY 2017          | FY 2018          | FY 2019          | FY 2020          | FY 2020          |
|------------------------|------------------|------------------|------------------|------------------|------------------|
| REVENUE                | ACTUAL           | ACTUAL           | ORIGINAL BUDGET  | ADOPTED BUDGET   | BUDGET Inc/(Dec) |
| Charges for Services   | 4,992,510        | 5,672,448        | 5,647,000        | 6,347,000        | 700,000          |
| <b>TOTAL FWSA FUND</b> | <b>4,992,510</b> | <b>5,672,448</b> | <b>5,647,000</b> | <b>6,347,000</b> | <b>700,000</b>   |

## Expenditure Detail:

|                             | FY 2017          | FY 2018          | FY 2019          | FY 2020          | FY 2020          |
|-----------------------------|------------------|------------------|------------------|------------------|------------------|
| EXPENDITURES                | ACTUAL           | ACTUAL           | ORIGINAL BUDGET  | ADOPTED BUDGET   | BUDGET Inc/(Dec) |
| Regular                     | 972,410          | 986,703          | 1,202,691        | 1,275,387        | 72,696           |
| Part-Time                   | -                | -                | -                | 40,800           | 40,800           |
| Overtime                    | 169,097          | 121,655          | 100,000          | 100,000          | -                |
| FICA                        | 83,410           | 81,594           | 97,942           | 105,707          | 7,765            |
| VRS-Employer                | 88,661           | 92,196           | 108,013          | 114,589          | 6,576            |
| Insurance-Employer          | 12,099           | 12,596           | 15,729           | 16,698           | 969              |
| VA Local Disability Plan    | 1,070            | 1,530            | 3,469            | 3,429            | (40)             |
| Worker's Compensation       | 10,777           | 10,051           | 13,595           | 13,156           | (439)            |
| Benefits Admin Fee          | 769              | 815              | 997              | 1,033            | 36               |
| Employee Benefits           | 161,676          | 151,041          | 209,024          | 243,871          | 34,847           |
| VRS Health Insurance Credit | 1,201            | 1,248            | 1,440            | 1,530            | 90               |
| <b>PERSONNEL</b>            | <b>1,501,170</b> | <b>1,459,429</b> | <b>1,752,900</b> | <b>1,916,200</b> | <b>163,300</b>   |
| Medical, Dental, & Hospital | -                | -                | 3,000            | 3,000            | -                |
| Engineering & Architect     | -                | -                | -                | 65,000           | 65,000           |
| Other Professional Services | -                | 126,040          | 125,000          | 25,000           | (100,000)        |
| Onsite Training & Education | 13,109           | 2,888            | 13,000           | 13,000           | -                |
| Employment Agencies         | 15,035           | 90,645           | 10,000           | 10,000           | -                |
| Repairs & Maintenance       | 315,444          | 340,733          | 332,000          | 398,000          | 66,000           |

# Frederick-Winchester Service Authority Fund

## Expenditure Detail - continued:

| EXPENDITURES                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Landscaping                   | 8,576             | 6,523             | 7,500                         | 7,500                        | -                              |
| Vehicle Repair & Maintenance  | 47,305            | 37,915            | 25,000                        | 20,000                       | (5,000)                        |
| Mowing & Trimming             | 29,575            | 31,158            | 30,000                        | 32,000                       | 2,000                          |
| Computer Services             | 48,504            | 40,532            | 36,000                        | 36,000                       | -                              |
| Printing & Binding            | 1,329             | 1,836             | 3,000                         | 3,000                        | -                              |
| Advertising                   | -                 | 772               | 1,000                         | 1,000                        | -                              |
| Laundry & Dry Cleaning        | 1,281             | 2,378             | 3,000                         | 3,000                        | -                              |
| Sanitary Landfill Usage       | 372,029           | 483,225           | 450,000                       | 695,000                      | 245,000                        |
| Refuse Service                | 15,495            | 17,317            | 20,000                        | 20,000                       | -                              |
| Lab Services                  | 35,242            | 32,261            | 53,000                        | 53,000                       | -                              |
| CONTRACTUAL SERVICES          | 902,924           | 1,214,223         | 1,111,500                     | 1,384,500                    | 273,000                        |
| Fleet Fuel                    | 17,715            | 23,888            | 25,000                        | 15,000                       | (10,000)                       |
| Fleet Parts                   | 5,544             | 4,568             | 7,500                         | 7,500                        | -                              |
| Fleet Labor                   | 8,067             | 10,077            | 10,000                        | 10,000                       | -                              |
| INTERNAL SERVICES             | 31,326            | 38,533            | 42,500                        | 32,500                       | (10,000)                       |
| Electrical Services           | 676,583           | 647,284           | 350,000                       | 470,000                      | 120,000                        |
| Heating Services              | 70,453            | 40,430            | 35,000                        | 35,000                       | -                              |
| Postal Services               | 1,067             | 1,549             | 2,000                         | 3,000                        | 1,000                          |
| Telecommunications            | 20,790            | 34,341            | 30,000                        | 22,000                       | (8,000)                        |
| Motor Vehicle Insurance       | 1,764             | 2,578             | 5,000                         | 5,000                        | -                              |
| General Liability Insurance   | 9,180             | 11,816            | 15,000                        | 15,000                       | -                              |
| Equipment Rental              | 1,799             | 415               | 3,000                         | 6,000                        | 3,000                          |
| Office Equipment Rental       | 2,253             | 2,662             | 2,500                         | 2,500                        | -                              |
| Mileage                       | 318               | 455               | 2,000                         | 2,000                        | -                              |
| Travel & Training             | 4,258             | 5,110             | 10,000                        | 13,000                       | 3,000                          |
| Dues & Memberships            | 6,906             | 8,097             | 8,000                         | 8,000                        | -                              |
| Misc. Charges & Fees          | 10                | 3,406             | -                             | -                            | -                              |
| Office Supplies               | 1,127             | 2,976             | 2,500                         | 2,500                        | -                              |
| Food & Food Service           | 4,058             | 4,028             | 4,500                         | 4,500                        | -                              |
| Landscaping Supplies          | 48                | -                 | 2,000                         | 2,000                        | -                              |
| Medical & Laboratory Supplies | 50,424            | 45,364            | 57,500                        | 57,500                       | -                              |
| Laundry & Janitorial Services | 12,349            | 11,326            | 15,000                        | 15,000                       | -                              |
| Building Repair & Maintenance | 371,011           | 436,996           | 450,000                       | 450,000                      | -                              |
| Vehicle & Equipment Fuels     | 9,535             | 11,373            | 18,500                        | 18,500                       | -                              |
| Vehicle & Equipment           | 5,796             | 7,647             | 6,500                         | 6,500                        | -                              |
| Uniforms & Apparel            | 7,773             | 12,636            | 7,500                         | 9,500                        | 2,000                          |



# Frederick-Winchester Service Authority Fund

## Expenditure Detail - continued:

| EXPENDITURES                       | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|------------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Books & Subscriptions              | 320               | 683               | 1,500                         | 1,500                        | -                              |
| Other Operating Supplies           | 7,019             | 5,729             | 4,000                         | 3,000                        | (1,000)                        |
| Chemicals                          | 1,052,509         | 1,360,422         | 1,050,000                     | 1,300,000                    | 250,000                        |
| Computer Supplies                  | 5,547             | 22,079            | 20,000                        | 20,000                       | -                              |
| Awards, Plaques & Other            | -                 | -                 | 500                           | 500                          | -                              |
| OTHER CHARGES                      | 2,322,897         | 2,679,402         | 2,102,500                     | 2,472,500                    | 370,000                        |
| Machinery & Equipment              | 64,226            | 162,805           | 335,000                       | -                            | (335,000)                      |
| Motor Vehicle & Equipment          | -                 | 30,147            | 187,000                       | 106,000                      | (81,000)                       |
| Facilities Renovation              | -                 | -                 | -                             | 235,000                      | 235,000                        |
| Computer Equipment                 | -                 | -                 | -                             | 70,000                       | 70,000                         |
| CAPITAL                            | 64,226            | 192,952           | 522,000                       | 411,000                      | (111,000)                      |
| <b>TOTAL FWSA ADMIN</b>            | <b>4,822,543</b>  | <b>5,584,539</b>  | <b>5,531,400</b>              | <b>6,216,700</b>             | <b>685,300</b>                 |
| Regular                            | 125,870           | 44,695            | 45,168                        | 56,603                       | 11,435                         |
| Part-time                          | 13,788            | 27,025            | 52,000                        | 52,400                       | 400                            |
| FICA                               | 10,695            | 5,511             | 7,529                         | 8,151                        | 622                            |
| VRS-Employer                       | 9,539             | 4,247             | 4,061                         | 5,088                        | 1,027                          |
| Insurance-Employer                 | 1,302             | 580               | 592                           | 742                          | 150                            |
| Worker's Compensation              | 94                | 54                | 64                            | 72                           | 8                              |
| Benefits Admin Fee                 | 52                | 36                | 36                            | 36                           | -                              |
| Employee Benefits                  | 8,495             | 5,708             | 6,096                         | 7,140                        | 1,044                          |
| VRS Health Insurance Credit        | 129               | 58                | 54                            | 68                           | 14                             |
| PERSONNEL                          | 169,964           | 87,914            | 115,600                       | 130,300                      | 14,700                         |
| <b>TOTAL FWSA AUTHORITY</b>        | <b>169,964</b>    | <b>87,914</b>     | <b>115,600</b>                | <b>130,300</b>               | <b>14,700</b>                  |
| <b>TOTAL EXPENDITURES<br/>FWSA</b> | <b>4,992,507</b>  | <b>5,672,453</b>  | <b>5,647,000</b>              | <b>6,347,000</b>             | <b>700,000</b>                 |

## 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:

| Admissions              | FY 2016    | FY 2017    | FY 2018    | FY 2019<br>Estimated | FY 2020<br>Projected |
|-------------------------|------------|------------|------------|----------------------|----------------------|
| Clarke County           | 7          | 0          | 4          | 5                    | 6                    |
| Frederick County        | 44         | 45         | 70         | 42                   | 50                   |
| Page County             | 21         | 24         | 48         | 24                   | 30                   |
| Shenandoah County       | 46         | 59         | 88         | 88                   | 80                   |
| Warren County           | 40         | 41         | 26         | 20                   | 20                   |
| Winchester City         | 63         | 53         | 74         | 50                   | 60                   |
| Other Jurisdictions     | 9          | 1          | 8          | 4                    | 5                    |
| <b>Total Admissions</b> | <b>230</b> | <b>223</b> | <b>318</b> | <b>233</b>           | <b>251</b>           |

| Child Care Days<br>(Utilization) | FY 2016      | FY 2017      | FY 2018      | FY 2019<br>Estimated | FY 2020<br>Projected |
|----------------------------------|--------------|--------------|--------------|----------------------|----------------------|
| Clarke County                    | 47           | 0            | 37           | 304                  | 100                  |
| Frederick County                 | 677          | 1,038        | 1,196        | 1,192                | 1,100                |
| Page County                      | 364          | 295          | 630          | 378                  | 400                  |
| Shenandoah County                | 753          | 1,260        | 1,493        | 1,211                | 1,300                |
| Warren County                    | 992          | 1,200        | 440          | 452                  | 500                  |
| Winchester City                  | 1,046        | 724          | 1,254        | 657                  | 1,000                |
| Other Jurisdictions              | 145          | 2            | 111          | 64                   | 80                   |
| <b>Total Admissions</b>          | <b>4,024</b> | <b>4,519</b> | <b>5,161</b> | <b>4,258</b>         | <b>4,480</b>         |

# Northwestern Regional Juvenile Detention Center

## Staffing Summary:

| Full-Time Employees      | FY 2017     | FY 2018     | FY 2019     | FY 2020     | Inc/(Dec) |
|--------------------------|-------------|-------------|-------------|-------------|-----------|
| Juvenile Detention Staff | 35.0        | 35.0        | 35.0        | 35.0        | 0         |
| <b>Total</b>             | <b>35.0</b> | <b>35.0</b> | <b>35.0</b> | <b>35.0</b> | <b>0</b>  |

## Revenue and Expenditure Summary:

|                                  | FY 2017          | FY 2018          | FY 2019          | FY 2020          | FY 2020          |
|----------------------------------|------------------|------------------|------------------|------------------|------------------|
|                                  | ACTUAL           | ACTUAL           | ORIGINAL BUDGET  | ADOPTED BUDGET   | BUDGET Inc/(Dec) |
| <b>Revenue by Classification</b> |                  |                  |                  |                  |                  |
| Use of Money                     | 2,522            | 3,101            | 8,000            | 8,000            | -                |
| Charges for Services             | 1,888,698        | 1,938,924        | 1,991,707        | 1,956,690        | (35,017)         |
| Recovered Costs                  | 55,000           | 73,718           | 55,000           | 55,000           | -                |
| State Revenue                    | 834,137          | 819,641          | 815,793          | 807,902          | (7,891)          |
| Federal Revenue                  | 24,014           | 24,494           | 18,000           | 18,000           | -                |
| Non-Revenue Receipts             | -                | -                | 59,500           | 229,408          | 169,908          |
| <b>TOTAL REVENUE</b>             | <b>2,804,371</b> | <b>2,859,878</b> | <b>2,948,000</b> | <b>3,075,000</b> | <b>127,000</b>   |

|                                      |                  |                  |                  |                  |                |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------|
| <b>Expenditure by Classification</b> |                  |                  |                  |                  |                |
| Personnel Services                   | 2,322,857        | 2,388,205        | 2,532,500        | 2,648,569        | 116,069        |
| Contractual Services                 | 176,599          | 194,034          | 248,390          | 237,921          | (10,469)       |
| Internal Services                    | 2,728            | 2,510            | 3,000            | 3,000            | -              |
| Other Charges                        | 119,984          | 126,206          | 164,110          | 156,310          | (7,800)        |
| Capital                              | 39,335           | 25,065           | -                | 29,200           | 29,200         |
| <b>TOTAL EXPENDITURES</b>            | <b>2,661,503</b> | <b>2,736,020</b> | <b>2,948,000</b> | <b>3,075,000</b> | <b>127,000</b> |

# Northwestern Regional Juvenile Detention Center

## Revenue Detail:

| REVENUE                      | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Interest Earnings            | 2,522             | 3,101             | 8,000                         | 8,000                        | -                              |
| USE OF MONEY                 | 2,522             | 3,101             | 8,000                         | 8,000                        | -                              |
| Clarke County                | 22,098            | 16,093            | 13,179                        | 17,219                       | 4,040                          |
| Frederick County             | 376,040           | 273,000           | 353,362                       | 439,473                      | 86,111                         |
| Page County                  | 268,195           | 240,427           | 201,195                       | 202,909                      | 1,714                          |
| Shenandoah County            | 454,421           | 484,149           | 534,010                       | 519,697                      | (14,313)                       |
| Warren County                | 302,947           | 418,614           | 382,242                       | 344,769                      | (37,473)                       |
| Winchester                   | 464,997           | 506,641           | 507,719                       | 432,623                      | (75,096)                       |
| CHARGES FOR SERVICES         | 1,888,698         | 1,938,924         | 1,991,707                     | 1,956,690                    | (35,017)                       |
| Miscellaneous Revenue        | 55,000            | 55,000            | 55,000                        | 55,000                       | -                              |
| Child Care Days              | -                 | 18,718            | -                             | -                            | -                              |
| RECOVERED COSTS              | 55,000            | 73,718            | 55,000                        | 55,000                       | -                              |
| Block Grant                  | 833,637           | 819,141           | 815,793                       | 807,902                      | (7,891)                        |
| Juvenile Detention Ward Days | 500               | 500               | -                             | -                            | -                              |
| STATE REVENUE                | 834,137           | 819,641           | 815,793                       | 807,902                      | (7,891)                        |
| USDA Food Services           | 16,358            | 24,494            | 18,000                        | 18,000                       | -                              |
| Juvenile Block Grant         | 7,656             | -                 | -                             | -                            | -                              |
| FEDERAL REVENUE              | 24,014            | 24,494            | 18,000                        | 18,000                       | -                              |
| Fund Balance                 | -                 | -                 | 59,500                        | 229,408                      | 169,908                        |
| NON-REVENUE RECEIPTS         | -                 | -                 | 59,500                        | 229,408                      | 169,908                        |
| <b>TOTAL NRJDC FUND</b>      | <b>2,804,371</b>  | <b>2,859,878</b>  | <b>2,948,000</b>              | <b>3,075,000</b>             | <b>127,000</b>                 |

# Northwestern Regional Juvenile Detention Center

## Expenditure Detail:

| EXPENDITURES                 | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| Regular                      | 1,608,893         | 1,619,362         | 1,743,279                     | 1,784,683                    | 41,404                         |
| Overtime                     | 121,893           | 151,977           | 115,260                       | 121,023                      | 5,763                          |
| Part-time Non-Classified     | 31,737            | 35,425            | 45,457                        | 46,821                       | 1,364                          |
| FICA                         | 130,190           | 133,636           | 141,485                       | 143,945                      | 2,460                          |
| VRS-Employer                 | 147,041           | 153,254           | 156,720                       | 160,444                      | 3,724                          |
| Insurance-Employer           | 20,065            | 20,941            | 22,837                        | 23,379                       | 542                            |
| VA Local Disability Plan     | 427               | 1,257             | 1,324                         | 2,621                        | 1,297                          |
| Worker's Compensation        | 19,002            | 23,333            | 31,062                        | 29,554                       | (1,508)                        |
| Benefits Admin Fee           | 1,172             | 1,215             | 1,260                         | 1,260                        | -                              |
| Employee Benefits            | 240,446           | 245,731           | 271,727                       | 332,697                      | 60,970                         |
| VRS Health Insurance Credit  | 1,991             | 2,074             | 2,089                         | 2,142                        | 53                             |
| PERSONNEL                    | 2,322,857         | 2,388,205         | 2,532,500                     | 2,648,569                    | 116,069                        |
| Health Care Services         | -                 | 4,880             | 4,000                         | 5,000                        | 1,000                          |
| Accounting and Auditing      | 4,700             | 4,800             | 5,000                         | 5,000                        | -                              |
| Health Services - Residents  | 49,020            | 52,041            | 52,040                        | 57,371                       | 5,331                          |
| Legal Services               | -                 | -                 | 1,500                         | 1,500                        | -                              |
| Other Professional Services  | 7,039             | 1,775             | 10,000                        | 6,000                        | (4,000)                        |
| On-site Training             | 746               | 378               | 1,000                         | 1,000                        | -                              |
| Repairs & Maintenance        | 12,005            | 8,724             | 30,000                        | 20,000                       | (10,000)                       |
| Vehicle Repair & Maintenance | -                 | -                 | 500                           | 500                          | -                              |
| Computer Services            | 17,126            | 22,869            | 16,000                        | 16,200                       | 200                            |
| Printing & Binding           | 53                | 352               | 200                           | 200                          | -                              |
| Local Media                  | -                 | -                 | 150                           | 150                          | -                              |
| Overpopulation Charges       | -                 | -                 | 10,000                        | 10,000                       | -                              |
| Other Purchased Services     | 80,297            | 91,330            | 110,000                       | 110,000                      | -                              |
| Refuse Service               | 5,613             | 6,885             | 8,000                         | 5,000                        | (3,000)                        |
| CONTRACTUAL SERVICES         | 176,599           | 194,034           | 248,390                       | 237,921                      | (10,469)                       |
| Fleet Fuel                   | 340               | 325               | 1,000                         | 1,000                        | -                              |
| Fleet Parts                  | 821               | 705               | 1,000                         | 1,000                        | -                              |
| Fleet Labor                  | 1,567             | 1,480             | 1,000                         | 1,000                        | -                              |
| INTERNAL SERVICES            | 2,728             | 2,510             | 3,000                         | 3,000                        | -                              |
| Electrical Services          | 26,691            | 25,015            | 33,000                        | 30,000                       | (3,000)                        |
| Heating Services             | 5,990             | 6,982             | 6,000                         | 7,500                        | 1,500                          |
| Postal Services              | 991               | 554               | 1,200                         | 1,000                        | (200)                          |

# Northwestern Regional Juvenile Detention Center

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

| <b>EXPENDITURES</b>                      | <b>FY 2017<br/>ACTUAL</b> | <b>FY 2018<br/>ACTUAL</b> | <b>FY 2019<br/>ORIGINAL<br/>BUDGET</b> | <b>FY 2020<br/>ADOPTED<br/>BUDGET</b> | <b>FY 2020<br/>BUDGET<br/>Inc/(Dec)</b> |
|--|---------------------------|---------------------------|--|---------------------------------------|---|
| Telecommunications                       | 10,831                    | 10,607                    | 13,000                                 | 13,000                                | -                                       |
| Boiler Insurance                         | 568                       | 539                       | 600                                    | 600                                   | -                                       |
| Other Property Insurance                 | 4,768                     | 4,542                     | 5,000                                  | 5,100                                 | 100                                     |
| Motor Vehicle Insurance                  | 820                       | 851                       | 900                                    | 950                                   | 50                                      |
| Public Official Liability                | 1,798                     | 790                       | 2,000                                  | 800                                   | (1,200)                                 |
| General Liability Insurance              | 464                       | 3,597                     | 2,600                                  | 3,800                                 | 1,200                                   |
| Fidelity & Crime/Surety                  | 318                       | 302                       | 340                                    | 340                                   | -                                       |
| Office Equipment Rental                  | 5,024                     | 5,024                     | 6,000                                  | 6,000                                 | -                                       |
| Mileage                                  | 1,148                     | 1,403                     | 2,000                                  | 2,000                                 | -                                       |
| Travel & Training                        | 6,659                     | 6,254                     | 8,000                                  | 8,000                                 | -                                       |
| Banking Fees                             | 606                       | 131                       | 150                                    | 150                                   | -                                       |
| Dues & Memberships                       | 350                       | 492                       | 500                                    | 500                                   | -                                       |
| Background Checks                        | 30                        | 190                       | 400                                    | 400                                   | -                                       |
| Office Supplies                          | 4,011                     | 3,467                     | 5,000                                  | 4,500                                 | (500)                                   |
| Food & Food Service                      | 5,820                     | 6,355                     | 7,000                                  | 7,000                                 | -                                       |
| Landscaping Supplies                     | 96                        | -                         | 300                                    | 300                                   | -                                       |
| Medical & Laboratory                     | 4,604                     | 1,498                     | 6,500                                  | 6,500                                 | -                                       |
| Laundry & Janitorial                     | 11,323                    | 11,272                    | 13,000                                 | 13,000                                | -                                       |
| Linen Supplies                           | 581                       | 406                       | 600                                    | 600                                   | -                                       |
| Building Repair & Maintenance            | 4,632                     | 5,072                     | 5,500                                  | 6,000                                 | 500                                     |
| Vehicle & Equipment Fuels                | 19                        | 174                       | 300                                    | 300                                   | -                                       |
| Vehicle & Equipment                      | -                         | 4                         | 150                                    | 150                                   | -                                       |
| Police Supplies                          | -                         | -                         | 500                                    | 250                                   | (250)                                   |
| Uniforms & Apparel                       | 1,678                     | 190                       | 2,000                                  | 2,000                                 | -                                       |
| Books & Subscriptions                    | 720                       | 404                       | 570                                    | 570                                   | -                                       |
| Other Operating Supplies                 | 4,831                     | 4,692                     | 6,000                                  | 5,000                                 | (1,000)                                 |
| Computer Supplies                        | 11,915                    | 22,032                    | 30,000                                 | 25,000                                | (5,000)                                 |
| Wear & Apparel - Detainees               | 2,698                     | 3,367                     | 4,000                                  | 4,000                                 | -                                       |
| Awards, Plaques & Other                  | -                         | -                         | 1,000                                  | 1,000                                 | -                                       |
| OTHER CHARGES                            | 119,984                   | 126,206                   | 164,110                                | 156,310                               | (7,800)                                 |
| Machinery & Equipment                    | -                         | 25,065                    | -                                      | 29,200                                | 29,200                                  |
| Parking lot Improvements                 | 39,335                    | -                         | -                                      | -                                     | -                                       |
| CAPITAL                                  | 39,335                    | 25,065                    | -                                      | 29,200                                | 29,200                                  |
| <b>TOTAL EXPENDITURES<br/>NRJDC FUND</b> | <b>2,661,503</b>          | <b>2,736,020</b>          | <b>2,948,000</b>                       | <b>3,075,000</b>                      | <b>127,000</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>.

| SCHOOLS OPERATING FUND  |                   |                   |                               |                              |                                |
|---|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| DESCRIPTION   | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
| <b>REVENUE</b>  |                   |                   |                               |                              |                                |
| Use of money and property   | 48,423            | 72,059            | 55,000                        | 55,000                       | -                              |
| Charges for services  | 286,555           | 359,209           | 125,000                       | 127,400                      | 2,400                          |
| Miscellaneous   | 347,463           | 295,619           | 370,586                       | 353,186                      | (17,400)                       |
| Recovered Costs   | 879               | -                 | -                             | -                            | -                              |
| State   | 23,707,997        | 23,680,290        | 24,814,821                    | 27,164,441                   | 2,349,620                      |
| Federal Revenue   | -                 | -                 | -                             | -                            | -                              |
| City Appropriation  | 28,304,872        | 29,225,403        | 30,506,216                    | 31,209,238                   | 703,022                        |
| <b>TOTAL OPERATING REVENUE</b>  | <b>52,696,189</b> | <b>53,632,580</b> | <b>55,871,623</b>             | <b>58,909,265</b>            | <b>3,037,642</b>               |
| *The WPS FY20 City Appropriation amount is higher than the \$30,839,102 appropriated by City Council. The City appropriation supersedes the WPS amount. |                   |                   |                               |                              |                                |
| <b>EXPENDITURES</b>   |                   |                   |                               |                              |                                |
| Instruction   | 38,799,833        | 40,219,921        | 41,777,775                    | 44,133,934                   | 2,356,159                      |
| Administration, Attendance & Health   | 2,519,129         | 2,460,355         | 2,791,568                     | 3,029,749                    | 238,181                        |
| Pupil Transportation  | 2,570,396         | 2,396,746         | 2,406,133                     | 2,495,176                    | 89,043                         |
| Operation & Maintenance   | 5,688,980         | 5,738,240         | 5,967,497                     | 6,082,675                    | 115,178                        |
| Facilities  | 1,020             | -                 | 4,000                         | 4,000                        | -                              |
| Debt & Fund Transfers   | -                 | -                 | -                             | -                            | -                              |
| Technology  | 3,111,101         | 2,796,328         | 2,924,650                     | 3,163,731                    | 239,081                        |
| <b>TOTAL OPERATING EXPENDITURES</b>   | <b>52,690,459</b> | <b>53,611,590</b> | <b>55,871,623</b>             | <b>58,909,265</b>            | <b>3,037,642</b>               |

# Winchester Public Schools

## FEDERAL GRANTS FUND

| DESCRIPTION                                  | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>REVENUE</b>                               |                   |                   |                               |                              |                                |
| Federal                                      | 3,034,768         | 3,157,394         | 3,483,157                     | 4,132,243                    | 649,086                        |
| <b>TOTAL FEDERAL GRANTS<br/>REVENUE</b>      | <b>3,034,768</b>  | <b>3,157,394</b>  | <b>3,483,157</b>              | <b>4,132,243</b>             | <b>649,086</b>                 |
| <b>EXPENDITURES</b>                          |                   |                   |                               |                              |                                |
| Instruction                                  | 2,945,342         | 3,122,281         | 3,445,136                     | 4,094,222                    | 649,086                        |
| Pupil Transportation                         | 9,174             | 6,084             | 3,095                         | 3,095                        | -                              |
| Technology                                   | 80,252            | 29,029            | 34,926                        | 34,926                       | -                              |
| <b>TOTAL FEDERAL GRANTS<br/>EXPENDITURES</b> | <b>3,034,768</b>  | <b>3,157,394</b>  | <b>3,483,157</b>              | <b>4,132,243</b>             | <b>649,086</b>                 |

## FOOD SERVICES FUND

| DESCRIPTION                                 | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>REVENUE</b>                              |                   |                   |                               |                              |                                |
| Use of money and property                   | 1,126             | 1,363             | 2,000                         | 2,000                        | -                              |
| Charges for services                        | 509,356           | 489,018           | 897,166                       | 900,100                      | 2,934                          |
| Miscellaneous                               | 23,763            | 18,765            | 15,000                        | 15,000                       | -                              |
| State                                       | 43,302            | 43,950            | 46,881                        | 46,881                       | -                              |
| Federal                                     | 1,700,749         | 1,684,901         | 1,461,985                     | 1,463,355                    | 1,370                          |
| <b>TOTAL FOOD SERVICES REVENUE</b>          | <b>2,278,296</b>  | <b>2,237,997</b>  | <b>2,423,032</b>              | <b>2,427,336</b>             | <b>4,304</b>                   |
| <b>EXPENDITURES</b>                         |                   |                   |                               |                              |                                |
| Food Services                               | 2,260,726         | 2,271,974         | 2,422,032                     | 2,426,336                    | 4,304                          |
| Facilities                                  | 28,111            | -                 | -                             | -                            | -                              |
| Operation & Maintenance                     | 324               | 551               | 1,000                         | 1,000                        | -                              |
| <b>TOTAL FOOD SERVICES<br/>EXPENDITURES</b> | <b>2,289,161</b>  | <b>2,272,525</b>  | <b>2,423,032</b>              | <b>2,427,336</b>             | <b>4,304</b>                   |



# Winchester Public Schools

## TEXTBOOK FUND

| DESCRIPTION                            | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>REVENUE</b>                         |                   |                   |                               |                              |                                |
| Use of money and property              | 1,417             | 2,966             | -                             | -                            | -                              |
| Supplemental Appropriation             | 250,216           | 200,000           | 400,000                       | 400,000                      | -                              |
| Transfer in Operating Fund             | -                 | -                 | -                             | -                            | -                              |
| <b>TOTAL TEXTBOOK REVENUE</b>          | <b>251,633</b>    | <b>202,966</b>    | <b>400,000</b>                | <b>400,000</b>               | <b>-</b>                       |
| <b>EXPENDITURES</b>                    |                   |                   |                               |                              |                                |
| Instruction                            | 344               | 90                | 400,000                       | 400,000                      | -                              |
| Technology                             | -                 | -                 | -                             | -                            | -                              |
| <b>TOTAL TEXTBOOK<br/>EXPENDITURES</b> | <b>344</b>        | <b>90</b>         | <b>400,000</b>                | <b>400,000</b>               | <b>-</b>                       |

## FUND RAISING FUND

| DESCRIPTION                                | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|--|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>REVENUE</b>                             |                   |                   |                               |                              |                                |
| Use of money and property                  | 2,086             | 3,340             | -                             | -                            | -                              |
| Miscellaneous revenue                      | 225,261           | 277,077           | 220,000                       | 220,000                      | -                              |
| Supplemental Appropriation                 | -                 | -                 | 179,000                       | 400,000                      | 221,000                        |
| <b>TOTAL FUND RAISING REVENUE</b>          | <b>227,347</b>    | <b>280,417</b>    | <b>399,000</b>                | <b>620,000</b>               | <b>221,000</b>                 |
| <b>EXPENDITURES</b>                        |                   |                   |                               |                              |                                |
| Administration, Attendance & Health        | 6,571             | 5,260             | -                             | -                            | -                              |
| Facilities                                 | 347,996           | 584,082           | 399,000                       | 620,000                      | 221,000                        |
| <b>TOTAL FUND RAISING<br/>EXPENDITURES</b> | <b>354,567</b>    | <b>589,342</b>    | <b>399,000</b>                | <b>620,000</b>               | <b>221,000</b>                 |

# Winchester Public Schools

## CAPITAL IMPROVEMENTS FUND

| DESCRIPTION                       | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|-----------------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>REVENUE</b>                    |                   |                   |                               |                              |                                |
| Use of money and property         | 2,741             | 5,003             | -                             | -                            | -                              |
| Miscellaneous revenue             | -                 | -                 | -                             | -                            | -                              |
| Recovered costs                   | 137,490           | 156,157           | -                             | -                            | -                              |
| State                             | 24,845            | 6,986             | -                             | -                            | -                              |
| City Appropriation                | -                 | -                 | -                             | -                            | -                              |
| Transfer in School Operating      | 603,856           | 717,330           | 700,000                       | 1,100,000                    | 400,000                        |
| <b>TOTAL CAPITAL IMPROVEMENTS</b> | <b>768,932</b>    | <b>885,476</b>    | <b>700,000</b>                | <b>1,100,000</b>             | <b>400,000</b>                 |
| <b>EXPENDITURES</b>               |                   |                   |                               |                              |                                |
| Technology                        | 64,285            | 202,819           | 400,000                       | 500,000                      | 100,000                        |
| Transportation                    | -                 | 14,191            | -                             | -                            | -                              |
| Operation & Maintenance           | -                 | 108,515           | -                             | -                            | -                              |
| Facilities                        | 222,893           | 458,132           | 300,000                       | 600,000                      | 300,000                        |
| <b>TOTAL CAPITAL IMPROVEMENTS</b> | <b>287,178</b>    | <b>783,657</b>    | <b>700,000</b>                | <b>1,100,000</b>             | <b>400,000</b>                 |

## CONSTRUCTION FUND

| DESCRIPTION               | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---------------------------|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>REVENUE</b>            |                   |                   |                               |                              |                                |
| School Construction Bonds | 5,352             | 1,926             | 190,000                       | -                            | (190,000)                      |
| <b>EXPENDITURES</b>       |                   |                   |                               |                              |                                |
| School Construction       | 526,371           | 128,025           | 190,000                       | -                            | (190,000)                      |

# Winchester Public Schools

## INSURANCE FUND

| DESCRIPTION                             | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>REVENUE</b>                          |                   |                   |                               |                              |                                |
| Use of money and property               | 630               | 326               | 2,200                         | 2,200                        | -                              |
| Employer share health costs             |                   |                   |                               |                              |                                |
| Transfer in                             | 3,587,372         | 3,984,761         | 4,054,170                     | 3,877,616                    | (176,554)                      |
| Charges for services                    | 1,414,462         | 1,546,726         | 1,596,682                     | 1,678,672                    | 81,990                         |
| <b>TOTAL INSURANCE REVENUE</b>          | <b>5,002,464</b>  | <b>5,531,813</b>  | <b>5,653,052</b>              | <b>5,558,488</b>             | <b>(94,564)</b>                |
| <b>EXPENDITURES</b>                     |                   |                   |                               |                              |                                |
| Other noninstructional operations       | 1,432,418         | 1,547,052         | 1,598,882                     | 1,680,872                    | 81,990                         |
| Transfer in from other funds            | 3,587,372         | 3,984,761         | 4,054,170                     | 3,877,616                    | (176,554)                      |
| <b>TOTAL INSURANCE<br/>EXPENDITURES</b> | <b>5,019,790</b>  | <b>5,531,813</b>  | <b>5,653,052</b>              | <b>5,558,488</b>             | <b>(94,564)</b>                |

## PRIVATE PURPOSE TRUST FUND

| DESCRIPTION                                 | FY 2017<br>ACTUAL | FY 2018<br>ACTUAL | FY 2019<br>ORIGINAL<br>BUDGET | FY 2020<br>ADOPTED<br>BUDGET | FY 2020<br>BUDGET<br>Inc/(Dec) |
|---|-------------------|-------------------|-------------------------------|------------------------------|--------------------------------|
| <b>REVENUE</b>                              |                   |                   |                               |                              |                                |
| Use of money and property                   | 28,315            | 11,913            | 34,300                        | 34,300                       | -                              |
| Miscellaneous                               | 135,148           | 71,230            | 65,950                        | 65,950                       | -                              |
| Transfers in                                | 3,000             | 3,000             | 4,000                         | 4,000                        | -                              |
| <b>TOTAL PRIVATE PURPOSE TRUST</b>          | <b>166,463</b>    | <b>86,143</b>     | <b>104,250</b>                | <b>104,250</b>               | <b>-</b>                       |
| <b>EXPENDITURES</b>                         |                   |                   |                               |                              |                                |
| Other noninstructional operations           | 87,835            | 87,009            | 104,250                       | 104,250                      | -                              |
| <b>TOTAL PRIVATE PURPOSE TRUST</b>          | <b>87,835</b>     | <b>87,009</b>     | <b>104,250</b>                | <b>104,250</b>               | <b>-</b>                       |
| <b>TOTAL REVENUE SCHOOL<br/>BUDGETS</b>     | <b>64,431,444</b> | <b>66,016,712</b> | <b>69,224,114</b>             | <b>73,251,582</b>            | <b>4,027,468</b>               |
| <b>TOTAL EXPENDITURE SCHOOL<br/>BUDGETS</b> | <b>64,290,473</b> | <b>66,161,445</b> | <b>69,224,114</b>             | <b>73,251,582</b>            | <b>4,027,468</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.

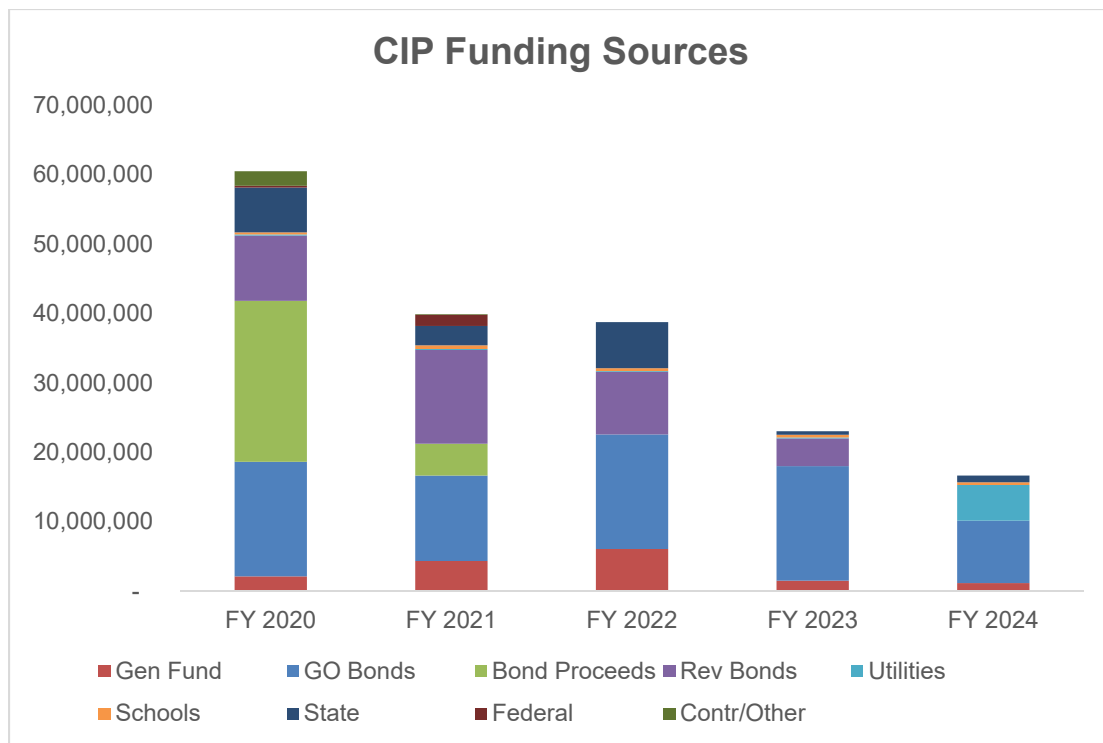
## Impact of the Capital Improvement Plan on the Operating Budget

**Debt Service** – The annual payment of principal and interest on general obligation bonds used to finance roads, schools, and other major projects is included in the operating budget as a required expenditure. The FY 2020 tax supported debt service (principal and interest payments) is 11,204,000 (including \$8,177,600 for Schools). In addition, the Utilities Fund debt service for FY 2020 is \$12,151,400. A list of proposed bond issues for FY 2020 is included in this document.

**Reserves** – Some CIP projects are funded with fund balance in order to avoid the cost of borrowing. These amounts are included in the operating budget as a transfer to the Capital Improvement Fund. The FY 2020 reserves amount for CIP projects is \$2,590,000, including \$2,140,000 from the General Fund, \$300,000 from Schools and \$150,000 from the Utilities Fund.

## Five-Year Capital Improvement Plan

**Other Operating Impacts** – The construction of government buildings and facilities usually results in new annual costs for maintenance, utilities, and additional staffing required for facility management and operation. There could also be anticipated savings as a result of a project being completed, such as decreased maintenance costs as a result of a new facility. The project request forms that follow display the estimated operating impacts for individual projects where applicable.



## Five-Year Capital Improvement Plan

### Five-Year Capital Improvement Plan FY 2020 - FY 2024

| Project Description                 | Prior Years | FY 2020   | FY 2021   | FY 2022   | FY 2023   | FY 2024   | Future     | Total Project |
|-------------------------------------|-------------|-----------|-----------|-----------|-----------|-----------|------------|---------------|
| <b>General Government</b>           |             |           |           |           |           |           |            |               |
| Personal Property Software          |             |           | 350,000   | 350,000   |           |           |            | 700,000       |
| Creamery Building Renovations       |             | 2,000,000 |           |           |           |           |            | 2,000,000     |
| Timbrook HVAC Replacement           |             | 175,000   |           |           |           |           |            | 175,000       |
| Safety Bollards for Pedestrian Mall | 250,000     |           | 350,000   |           |           |           |            | 600,000       |
| Handley Library Improvements        | 1,500,000   |           |           | 160,000   | 160,000   | 160,000   | 2,550,000  | 4,530,000     |
| Entryway Welcome Signs              | 275,000     | 100,000   | 150,000   |           |           |           |            | 525,000       |
| Millwood Ave Traffic Improvements   |             |           | 900,000   | 3,500,000 |           |           |            | 4,400,000     |
| Sidewalk Improvements               | 3,335,000   | 500,000   | 500,000   | 500,000   | 2,000,000 | 2,000,000 | 14,000,000 | 22,835,000    |
| N. Cameron St Drainage Improvements | 1,625,000   | 1,377,000 | 1,000,000 | 1,000,000 |           |           |            | 5,002,000     |
| Valley/Tevis Drainage & Sidewalks   | 2,300,000   | 2,100,000 | 3,410,000 |           |           |           |            | 7,810,000     |
| Town Run Culvert Repair             |             | 200,000   |           |           |           |           |            | 200,000       |
| Storm Drainage Improvements         |             |           |           | 2,000,000 | 2,000,000 | 2,000,000 | 20,000,000 | 26,000,000    |
| Traffic Signal Improvements         | 6,800,000   | 803,000   | 300,000   | 300,000   |           |           |            | 8,203,000     |
| Traffic Signal Synchronization      | 500,000     |           |           |           |           | 365,000   | 862,000    | 1,727,000     |
| Boscawen Street Improvements        | 100,000     |           |           | 2,000,000 |           |           |            | 2,100,000     |
| Intersection Improvements           |             |           |           | 2,300,000 | 1,000,000 | 1,200,000 |            | 4,500,000     |
| Hope Drive Extension                | 3,600,000   | 5,900,000 |           |           |           |           |            | 9,500,000     |
| Middle Road Improvements            |             |           |           |           |           |           | 2,200,000  | 2,200,000     |

# Five-Year Capital Improvement Plan

## Five-Year Capital Improvement Plan FY 2020 - FY 2024

| Project Description                        | Prior Years       | FY 2020           | FY 2021           | FY 2022           | FY 2023           | FY 2024          | Future            | Total Project      |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|-------------------|--------------------|
| <b>General Government - continued</b>      |                   |                   |                   |                   |                   |                  |                   |                    |
| Weems Lane Improvements                    |                   |                   |                   |                   |                   |                  | 2,000,000         | 2,000,000          |
| Pleasant Valley Road Realignment/Extension |                   |                   |                   |                   |                   |                  | 7,000,000         | 7,000,000          |
| Taft Avenue Extension                      |                   |                   |                   |                   |                   |                  | 9,000,000         | 9,000,000          |
| Featherbed Lane Improvements               |                   |                   |                   |                   |                   |                  | 1,500,000         | 1,500,000          |
| Shawnee Drive Improvements                 |                   |                   |                   |                   |                   |                  | 5,000,000         | 5,000,000          |
| Papermill Road Improvements                |                   |                   |                   |                   |                   |                  | 4,200,000         | 4,200,000          |
| Green Circle                               | 5,150,000         | 300,000           | 800,000           | 4,100,000         |                   |                  |                   | 10,350,000         |
| Trails at Museum of the Shen Valley        |                   | 2,800,000         |                   |                   |                   |                  |                   | 2,800,000          |
| Enclosing Courtyard Area - Design          |                   | 50,000            |                   |                   |                   |                  |                   | 50,000             |
| Playground Surface                         |                   | 50,000            |                   |                   |                   |                  |                   | 50,000             |
| Synthetic Ice Rink                         |                   |                   | 145,000           |                   |                   |                  |                   | 145,000            |
| Overhead Athletic Field Lighting           |                   |                   | 578,000           | 338,000           | 668,000           | 224,000          |                   | 1,808,000          |
| Sand Volley Ball Courts(2)                 |                   |                   | 65,000            |                   |                   |                  |                   | 65,000             |
| Parks Waterline Replacements               |                   |                   | 250,000           | 250,000           | 250,000           | 250,000          |                   | 1,000,000          |
| Park Roadway Resurfacing                   |                   |                   |                   | 70,000            | 70,000            | 70,000           |                   | 210,000            |
| Natorium                                   |                   |                   |                   | 12,500,000        | 12,500,000        |                  |                   | 25,000,000         |
| Transit-Equip Maintenance Garage           | 50,000            |                   | 2,000,000         |                   |                   |                  |                   | 2,050,000          |
| <b>Total General Government</b>            | <b>25,485,000</b> | <b>16,355,000</b> | <b>10,798,000</b> | <b>29,368,000</b> | <b>18,648,000</b> | <b>6,269,000</b> | <b>68,312,000</b> | <b>175,235,000</b> |

# Five-Year Capital Improvement Plan

## Five-Year Capital Improvement Plan FY 2020 - FY 2024

| Project Description                        | Prior Years      | FY 2020           | FY 2021           | FY 2022        | FY 2023        | FY 2024          | Future            | Total Project     |
|--|------------------|-------------------|-------------------|----------------|----------------|------------------|-------------------|-------------------|
| <b><u>Winchester Public Schools</u></b>    |                  |                   |                   |                |                |                  |                   |                   |
| DCLC Renovations                           | 450,000          | 5,250,000         | 2,800,000         |                |                |                  |                   | 8,500,000         |
| Innovation Center                          | 900,000          | 5,250,000         | 7,700,000         |                |                |                  |                   | 13,850,000        |
| Bus Replacement                            | 200,000          | 300,000           | 400,000           | 400,000        | 400,000        | 400,000          | 1,600,000         | 3,700,000         |
| VACDES Roof Replacement                    | 150,000          |                   | 125,000           |                |                |                  |                   | 275,000           |
| Daniel Morgan Partial Roof Replacement     |                  |                   |                   |                |                |                  | 250,000           | 250,000           |
| JHHS Athletic Facilities Improvements      |                  |                   |                   |                |                |                  | 1,350,000         | 1,350,000         |
| FDES/VACDES/GQES MEP Renovations           |                  |                   |                   |                |                | 5,000,000        | 10,000,000        | 15,000,000        |
| <b>Total Winchester Public Schools</b>     | <b>1,700,000</b> | <b>10,800,000</b> | <b>11,025,000</b> | <b>400,000</b> | <b>400,000</b> | <b>5,400,000</b> | <b>13,200,000</b> | <b>42,925,000</b> |
| <b><u>Winchester Parking Authority</u></b> |                  |                   |                   |                |                |                  |                   |                   |
| Automated Parking Systems Replacement      |                  | 600,000           |                   |                |                |                  |                   | 600,000           |
| <b>Total Winchester Parking Authority</b>  | <b>-</b>         | <b>600,000</b>    | <b>-</b>          | <b>-</b>       | <b>-</b>       | <b>-</b>         | <b>-</b>          | <b>600,000</b>    |
| <b><u>Utilities</u></b>                    |                  |                   |                   |                |                |                  |                   |                   |
| Water & Sewer Main Replacement             | 4,000,000        | 10,000,000        | 5,000,000         | 3,000,000      | 3,000,000      | 4,000,000        | 150,000,000       | 179,000,000       |
| Water Meter Replacements                   | 6,000,000        | 7,000,000         | 7,000,000         | 4,000,000      |                |                  |                   | 24,000,000        |
| Maintenance Facility - Public Services     | 300,000          | 5,100,000         | 3,600,000         |                |                |                  |                   | 9,000,000         |
| Water Storage Tank Replacement             | 250,000          | 3,500,000         |                   |                |                |                  |                   | 3,750,000         |
| Water Treatment Plant Improvements         | 600,000          | 5,000,000         |                   |                |                |                  |                   | 5,600,000         |
| Water Pump Station Improvements            | 50,000           | 150,000           | 1,500,000         |                |                |                  |                   | 1,700,000         |



# Five-Year Capital Improvement Plan

## Five-Year Capital Improvement Plan FY 2020 - FY 2024

| Project Description             | Prior Years       | FY 2020           | FY 2021           | FY 2022           | FY 2023           | FY 2024           | Future             | Total Project      |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|--------------------|
| <b>Utilities - continued</b>    |                   |                   |                   |                   |                   |                   |                    |                    |
| Sewer Pump Station Replacement  | 250,000           | 2,000,000         | 1,000,000         | 2,000,000         | 1,000,000         | 1,000,000         | 2,000,000          | 9,250,000          |
| Water Treatment Plant Expansion |                   |                   |                   |                   |                   |                   | 20,000,000         | 20,000,000         |
| <b>Total Utilities</b>          | <b>11,450,000</b> | <b>32,750,000</b> | <b>18,100,000</b> | <b>9,000,000</b>  | <b>4,000,000</b>  | <b>5,000,000</b>  | <b>172,000,000</b> | <b>252,300,000</b> |
| <b>Total CIP</b>                | <b>38,635,000</b> | <b>60,505,000</b> | <b>39,923,000</b> | <b>38,768,000</b> | <b>23,048,000</b> | <b>16,669,000</b> | <b>253,512,000</b> | <b>471,060,000</b> |

| Funding Summary    | Prior             | FY 2020           | FY 2021           | FY 2022           | FY 2023           | FY 2024           | Future             | Total              |
|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|--------------------|
| Gen Fund           | 11,765,000        | 2,140,000         | 4,363,000         | 6,093,000         | 1,523,000         | 1,179,000         | 750,000            | 27,813,000         |
| GO Bonds           | 2,200,000         | 16,500,000        | 12,300,000        | 16,500,000        | 16,500,000        | 9,000,000         | 53,250,000         | 126,250,000        |
| Bond Proceeds      | 10,950,000        | 23,200,000        | 4,600,000         | -                 | -                 | -                 | -                  | 38,750,000         |
| Rev Bonds          | -                 | 9,400,000         | 13,500,000        | 9,000,000         | 4,000,000         | -                 | 20,000,000         | 55,900,000         |
| Utilities          | 500,000           | 150,000           | 125,000           | 125,000           | 125,000           | 5,125,000         | 152,000,000        | 158,150,000        |
| Schools            | 350,000           | 300,000           | 525,000           | 400,000           | 400,000           | 400,000           | 3,200,000          | 5,575,000          |
| State              | 7,045,000         | 6,456,000         | 2,810,000         | 6,650,000         | 500,000           | 965,000           | 8,312,000          | 32,738,000         |
| Federal            | 4,425,000         | 250,000           | 1,600,000         | -                 | -                 | -                 | -                  | 6,275,000          |
| Contribution/Other | 1,400,000         | 2,109,000         | 100,000           | -                 | -                 | -                 | 16,000,000         | 19,609,000         |
| <b>Total</b>       | <b>38,635,000</b> | <b>60,505,000</b> | <b>39,923,000</b> | <b>38,768,000</b> | <b>23,048,000</b> | <b>16,669,000</b> | <b>253,512,000</b> | <b>471,060,000</b> |

## Five-Year Capital Improvement Plan

**Project Title:** Personal Property Taxation Software  
**Department:** Commissioner of the Revenue  
**Budget Code:** 312-1251-415  
**Justification:** Improve existing service  
**Start Date (FY):** 2021  
**End Date (FY):** 2022

**Relationship to Strategic Plan:** Goal 4 – Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation.

**Project Description:** This project would replace the existing personal property tax billing software which is a custom in-house product. The City has upgraded the current software over the last 2 years to transition from monthly billing to annual bi-annual billing.

**Project Objectives/Status:** To explore the acquisition and full implementation of a new personal property taxation software.

|  | Prior<br>Years | FY 2020    | FY 2021      | FY 2022      | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|------------|--------------|--------------|------------|------------|------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |            |              |              |            |            |            |                  |
| Planning                               |                |            |              |              |            |            |            |                  |
| Construction                           |                |            |              |              |            |            |            |                  |
| Equipment                              |                |            |              |              |            |            |            |                  |
| Other Expenses                         |                |            | \$350        | \$350        |            |            |            | \$700            |
| <b>Total</b>                           | <b>\$0</b>     | <b>\$0</b> | <b>\$350</b> | <b>\$350</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$700</b>     |

|  | Prior<br>Years | FY 2020    | FY 2021      | FY 2022      | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|------------|--------------|--------------|------------|------------|------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |            |              |              |            |            |            |                  |
| General Fund                             |                |            | \$350        | \$350        |            |            |            | \$700            |
| Construction                             |                |            |              |              |            |            |            |                  |
| Equipment                                |                |            |              |              |            |            |            |                  |
| Other Expenses                           |                |            |              |              |            |            |            |                  |
| <b>Total</b>                             | <b>\$0</b>     | <b>\$0</b> | <b>\$350</b> | <b>\$350</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$700</b>     |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023     | FY 2024     | Future      | Project<br>Total |
|--|----------------|------------|------------|------------|-------------|-------------|-------------|------------------|
| <b>Operating Impacts (in thousands \$)</b> |                |            |            |            |             |             |             |                  |
| Revenue (-)                                |                |            |            |            |             |             |             |                  |
| Personnel                                  |                |            |            |            |             |             |             |                  |
| Operating                                  |                |            |            |            | \$35        | \$35        | \$35        | \$105            |
| Debt Service                               |                |            |            |            |             |             |             |                  |
| <b>Total</b>                               | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$35</b> | <b>\$35</b> | <b>\$35</b> | <b>\$105</b>     |

## Five-Year Capital Improvement Plan

**Project Title:** Creamery Building Renovations  
**Department:** Facilities Maintenance  
**Budget Code:** 312-4324-443-81-41  
**Justification:** Improve existing service  
**Start Date (FY):** 2020  
**End Date (FY):** 2020

**Relationship to Strategic Plan:** Goal 4 – Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation.

**Project Description:** The project would consist of making necessary renovations to the Creamery Building to allow the City Commonwealth Attorney's office and the Juvenile and Domestic Relations Court Service's office to move their offices into the Creamery Building.

**Project Objectives/Status:** The current lease for these two offices in the former BB&T building expires in February 2020.

|  | Prior<br>Years | FY 2020        | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|----------------|------------|------------|------------|------------|------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |                |            |            |            |            |            |                  |
| Planning                               |                |                |            |            |            |            |            |                  |
| Construction                           |                | \$2,000        |            |            |            |            |            | \$2,000          |
| Equipment                              |                |                |            |            |            |            |            |                  |
| Other Expenses                         |                |                |            |            |            |            |            |                  |
| <b>Total</b>                           | <b>\$0</b>     | <b>\$2,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,000</b>   |

|  | Prior<br>Years | FY 2020        | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|----------------|------------|------------|------------|------------|------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |                |            |            |            |            |            |                  |
| General Fund                             |                |                |            |            |            |            |            |                  |
| G.O. Bond                                |                | \$2,000        |            |            |            |            |            | \$2,000          |
| State                                    |                |                |            |            |            |            |            |                  |
| Federal                                  |                |                |            |            |            |            |            |                  |
| <b>Total</b>                             | <b>\$0</b>     | <b>\$2,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,000</b>   |

|  | Prior<br>Years | FY 2020    | FY 2021      | FY 2022      | FY 2023      | FY 2024      | Future         | Project<br>Total |
|--|----------------|------------|--------------|--------------|--------------|--------------|----------------|------------------|
| <b>Operating Impacts (in thousands \$)</b> |                |            |              |              |              |              |                |                  |
| Revenue (-)                                |                |            |              |              |              |              |                |                  |
| Personnel                                  |                |            |              |              |              |              |                |                  |
| Operating                                  |                |            |              |              |              |              |                |                  |
| Debt Service                               |                |            | \$125        | \$175        | \$175        | \$175        | \$1,850        | \$2,500          |
| <b>Total</b>                               | <b>\$0</b>     | <b>\$0</b> | <b>\$125</b> | <b>\$175</b> | <b>\$175</b> | <b>\$175</b> | <b>\$1,850</b> | <b>\$2,500</b>   |

## Five-Year Capital Improvement Plan

**Project Title:** Timbrook HVAC Improvements  
**Department:** Public Services  
**Budget Code:** 312-4324-443-81-49  
**Justification:** Maintains existing service  
**Start Date (FY):** 2020  
**End Date (FY):** 2020

**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**Project Description:** The project would consist of making necessary improvements to the HVAC system in the lowest level of the Timbrook Public Safety Center.

**Project Objectives/Status:** Improvements are necessary for the proper operations in the building.

|  | Prior<br>Years | FY 2020      | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|--------------|------------|------------|------------|------------|------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |              |            |            |            |            |            |                  |
| Planning                               |                |              |            |            |            |            |            |                  |
| Construction                           |                | \$175        |            |            |            |            |            | \$175            |
| Equipment                              |                |              |            |            |            |            |            |                  |
| Other Expenses                         |                |              |            |            |            |            |            |                  |
| <b>Total</b>                           | <b>\$0</b>     | <b>\$175</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$175</b>     |

|  | Prior<br>Years | FY 2020      | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|--------------|------------|------------|------------|------------|------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |              |            |            |            |            |            |                  |
| General Fund                             |                | \$175        |            |            |            |            |            | \$175            |
| G.O. Bond                                |                |              |            |            |            |            |            |                  |
| State                                    |                |              |            |            |            |            |            |                  |
| Federal                                  |                |              |            |            |            |            |            |                  |
| <b>Total</b>                             | <b>\$0</b>     | <b>\$175</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$175</b>     |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY<br>2023 | FY 2024    | Future     | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|------------|------------------|
| <b>Operating Impacts (in thousands \$) No operating impacts.</b> |                |            |            |            |            |            |            |                  |
| Revenue (-)  |                |            |            |            |            |            |            |                  |
| Personnel  |                |            |            |            |            |            |            |                  |
| Operating  |                |            |            |            |            |            |            |                  |
| Debt Service   |                |            |            |            |            |            |            |                  |
| <b>Total</b>   | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       |

## Five-Year Capital Improvement Plan

**Project Title:** Safety Bollards for Pedestrian Mall  
**Department:** Public Services  
**Budget Code:** 312-4135-441-83-53  
**Justification:** Remove hazards  
**Start Date (FY):** 2019  
**End Date (FY):** 2021

**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**Project Description:** The project would consist of installing safety bollards in key locations to protect pedestrians.

**Project Objectives/Status:** The primary objective of this project is to protect the safety of the public. The automated bollards at each end of the Mall - Cork Street and Piccadilly Street have been installed. The future installations would be on Boscawen Street at Indian Alley and at Cameron Street.

|  | Prior<br>Years | FY 2020    | FY 2021      | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|------------|--------------|------------|------------|------------|------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |            |              |            |            |            |            |                  |
| Planning                               |                |            |              |            |            |            |            |                  |
| Construction                           | \$250          |            | \$350        |            |            |            |            | \$600            |
| Equipment                              |                |            |              |            |            |            |            |                  |
| Other Expenses                         |                |            |              |            |            |            |            |                  |
| <b>Total</b>                           | <b>\$250</b>   | <b>\$0</b> | <b>\$350</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$600</b>     |

|  | Prior<br>Years | FY 2020    | FY 2021      | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|------------|--------------|------------|------------|------------|------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |            |              |            |            |            |            |                  |
| General Fund                             | \$250          |            | \$350        |            |            |            |            | \$600            |
| G.O. Bond                                |                |            |              |            |            |            |            |                  |
| State                                    |                |            |              |            |            |            |            |                  |
| Federal                                  |                |            |              |            |            |            |            |                  |
| <b>Total</b>                             | <b>\$250</b>   | <b>\$0</b> | <b>\$350</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$600</b>     |

|  | Prior<br>Years | FY 2020     | FY 2021       | FY 2022     | FY 2023       | FY 2024     | Future     | Project<br>Total |
|--|----------------|-------------|---------------|-------------|---------------|-------------|------------|------------------|
| <b>Operating Impacts (in thousands \$)</b> |                |             |               |             |               |             |            |                  |
| Revenue (-)                                |                |             |               |             |               |             |            |                  |
| Personnel                                  |                |             |               |             |               |             |            |                  |
| Operating                                  |                | \$15        | \$15.1        | \$25        | \$25.5        | \$26        |            | \$106.8          |
| Debt Service                               |                |             |               |             |               |             |            |                  |
| <b>Total</b>                               | <b>\$0</b>     | <b>\$15</b> | <b>\$15.1</b> | <b>\$25</b> | <b>\$25.5</b> | <b>\$26</b> | <b>\$0</b> | <b>\$106.8</b>   |

## Five-Year Capital Improvement Plan

**Project Title:** Handley Library Improvement  
**Department:** Public Services  
**Budget Code:** 312-4324-443-83-44  
**Justification:** Maintain existing service  
**Start Date (FY):** 2019  
**End Date (FY):** 2024+

**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**Project Description:** The project would consist of making capital improvements to the Handley Library to ensure the longevity and continued use of the building.

**Project Objectives/Status:** Handley Library is over 100 years old and certain improvements are needed to maintain the integrity of the building.

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022      | FY 2023      | FY 2024      | Future         | Project<br>Total |
|--|----------------|------------|------------|--------------|--------------|--------------|----------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |            |            |              |              |              |                |                  |
| Planning                               | \$100          |            |            | \$10         | \$10         | \$10         | \$50           | \$180            |
| Construction                           | \$1,400        |            |            | \$150        | \$150        | \$150        | \$2,500        | \$4,350          |
| Equipment                              |                |            |            |              |              |              |                |                  |
| Other Expenses                         |                |            |            |              |              |              |                |                  |
| <b>Total</b>                           | <b>\$1,500</b> | <b>\$0</b> | <b>\$0</b> | <b>\$160</b> | <b>\$160</b> | <b>\$160</b> | <b>\$2,550</b> | <b>\$4,530</b>   |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022      | FY 2023      | FY 2024      | Future         | Project<br>Total |
|--|----------------|------------|------------|--------------|--------------|--------------|----------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |            |            |              |              |              |                |                  |
| General Fund                             | \$750          |            |            | \$160        | \$160        | \$160        |                | \$1,230          |
| G.O. Bond                                |                |            |            |              |              |              | \$2,550        | \$2,550          |
| State                                    |                |            |            |              |              |              |                |                  |
| Other Revenue                            | \$750          |            |            |              |              |              |                | \$750            |
| <b>Total</b>                             | <b>\$1,500</b> | <b>\$0</b> | <b>\$0</b> | <b>\$160</b> | <b>\$160</b> | <b>\$160</b> | <b>\$2,550</b> | <b>\$4,530</b>   |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future         | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|----------------|------------------|
| <b>Operating Impacts (in thousands \$)</b> |                |            |            |            |            |            |                |                  |
| Revenue (-)                                |                |            |            |            |            |            |                |                  |
| Personnel                                  |                |            |            |            |            |            |                |                  |
| Operating                                  |                |            |            |            |            |            |                |                  |
| Debt Service                               |                |            |            |            |            |            | \$3,000        | \$3,000          |
| <b>Total</b>                               | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$3,000</b> | <b>\$3,000</b>   |

## Five-Year Capital Improvement Plan

|                         |                        |                              |
|-------------------------|------------------------|------------------------------|
| <b>Project Title:</b>   | Entryway Welcome Signs | <b>Locations:</b>            |
| <b>Department:</b>      | Public Services        | Millwood Avenue (Complete)   |
| <b>Budget Code:</b>     | 312-4121-441-82-29     | Crossover Blvd. (Complete)   |
| <b>Justification:</b>   | Other                  | Berryville Avenue/Amherst St |
| <b>Start Date (FY):</b> | 2017                   | Fairmont Ave/N. Loudoun St   |
| <b>End Date (FY):</b>   | 2021                   | Valley Ave/Cedar Creek Grade |

**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**Project Description:** Project will consist of installing new City of Winchester signs with landscaping and lightning at all major entrances into the City.

**Project Objectives/Status:** 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.

|  | Prior<br>Years | FY 2020      | FY 2021      | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|--------------|--------------|------------|------------|------------|------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |              |              |            |            |            |            |                  |
| Planning                               |                |              |              |            |            |            |            |                  |
| Construction                           | \$275          | \$100        | \$150        |            |            |            |            | \$525            |
| Equipment                              |                |              |              |            |            |            |            |                  |
| Other Expenses                         |                |              |              |            |            |            |            |                  |
| <b>Total</b>                           | <b>\$275</b>   | <b>\$100</b> | <b>\$150</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$525</b>     |

|  | Prior<br>Years | FY 2020      | FY 2021      | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|--------------|--------------|------------|------------|------------|------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |              |              |            |            |            |            |                  |
| General Fund                             | \$250          | \$100        | \$150        |            |            |            |            | \$500            |
| G.O. Bond                                |                |              |              |            |            |            |            |                  |
| State                                    | \$25           |              |              |            |            |            |            | \$25             |
| Other Revenue                            |                |              |              |            |            |            |            |                  |
| <b>Total</b>                             | <b>\$275</b>   | <b>\$100</b> | <b>\$150</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$525</b>     |

|  | Prior<br>Years | FY 2020      | FY 2021    | FY 2022      | FY 2023      | FY 2024      | Future     | Project<br>Total |
|--|----------------|--------------|------------|--------------|--------------|--------------|------------|------------------|
| <b>Operating Impacts (in thousands \$)</b> |                |              |            |              |              |              |            |                  |
| Revenue (-)                                |                |              |            |              |              |              |            |                  |
| Personnel                                  |                |              |            |              |              |              |            |                  |
| Operating                                  |                | \$2.5        | \$4        | \$5.5        | \$5.7        | \$5.9        |            | \$23.6           |
| Debt Service                               |                |              |            |              |              |              |            |                  |
| <b>Total</b>                               | <b>\$0</b>     | <b>\$2.5</b> | <b>\$4</b> | <b>\$5.5</b> | <b>\$5.7</b> | <b>\$5.9</b> | <b>\$0</b> | <b>\$23.6</b>    |

## Five-Year Capital Improvement Plan

**Project Title:** Millwood Ave Traffic Improvements  
**Department:** Public Services  
**Budget Code:** 312-4121  
**Justification:** Improves existing service  
**Start Date (FY):** 2021  
**End Date (FY):** 2022



**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**Project Description:** The project would consist of removing the existing traffic signal at Millwood/Mall Blvd, extend the center median on Millwood across the intersection to eliminate left turns, and add a double turn lane on westbound Millwood at Apple Blossom Drive. This project will be coordinated with the bridge replacement over I-81 at Exit 313.

**Project Objectives/Status:** Project would greatly improve traffic flow at this congested intersection.

|  | Prior Years | FY 2020    | FY 2021      | FY 2022        | FY 2023    | FY 2024    | Future     | Project Total  |
|--|-------------|------------|--------------|----------------|------------|------------|------------|----------------|
| <b>Cost Estimate (in thousands \$)</b> |             |            |              |                |            |            |            |                |
| Planning                               |             |            | \$500        |                |            |            |            | \$500          |
| Land                                   |             |            | \$400        |                |            |            |            | \$400          |
| Construction                           |             |            |              | \$3,500        |            |            |            | \$3,500        |
| Other Expenses                         |             |            |              |                |            |            |            |                |
| <b>Total</b>                           | <b>\$0</b>  | <b>\$0</b> | <b>\$900</b> | <b>\$3,500</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$4,400</b> |

|  | Prior Years | FY 2020    | FY 2021      | FY 2022        | FY 2023    | FY 2024    | Future     | Project Total  |
|--|-------------|------------|--------------|----------------|------------|------------|------------|----------------|
| <b>Funding Sources (in thousands \$)</b> |             |            |              |                |            |            |            |                |
| General Fund                             |             |            | \$450        | \$1,750        |            |            |            | \$2,200        |
| G.O. Bond                                |             |            |              |                |            |            |            |                |
| State                                    |             |            | \$450        | \$1,750        |            |            |            | \$2,200        |
| Other Revenue                            |             |            |              |                |            |            |            |                |
| <b>Total</b>                             | <b>\$0</b>  | <b>\$0</b> | <b>\$900</b> | <b>\$3,500</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$4,400</b> |

|  | Prior Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project Total |
|--|-------------|------------|------------|------------|------------|------------|------------|---------------|
| <b>Operating Impacts (in thousands \$) No operating impacts.</b> |             |            |            |            |            |            |            |               |
| Revenue (-)  |             |            |            |            |            |            |            |               |
| Personnel  |             |            |            |            |            |            |            |               |
| Operating  |             |            |            |            |            |            |            |               |
| Debt Service   |             |            |            |            |            |            |            |               |
| <b>Total</b>   | <b>\$0</b>  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>    |



## Five-Year Capital Improvement Plan

**Project Title:** Sidewalk Improvements  
**Department:** Public Services  
**Budget Code:** 312-4121-441-83-19  
**Justification:** Improves existing service/remove hazards  
**Start Date (FY):** 2009  
**End Date (FY):** Ongoing

**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**Project Description:** Project will consist of replacing existing sidewalks in poor condition and installing new sidewalks in locations where none currently exist.

**Project Objectives/Status:** 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 revised Sidewalk Master Plan adopted by City Council in 2017.

|  | Prior<br>Years | FY 2020      | FY 2021      | FY 2022      | FY 2023        | FY 2024        | Future          | Project<br>Total |
|--|----------------|--------------|--------------|--------------|----------------|----------------|-----------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |              |              |              |                |                |                 |                  |
| Planning                               |                |              |              |              |                |                |                 |                  |
| Land                                   |                |              |              |              |                |                |                 |                  |
| Construction                           | \$3,335        | \$500        | \$500        | \$500        | \$2,000        | \$2,000        | \$14,000        | \$22,835         |
| Other Expenses                         |                |              |              |              |                |                |                 |                  |
| <b>Total</b>                           | <b>\$3,335</b> | <b>\$500</b> | <b>\$500</b> | <b>\$500</b> | <b>\$2,000</b> | <b>\$2,000</b> | <b>\$14,000</b> | <b>\$22,835</b>  |

|  | Prior<br>Years | FY 2020      | FY 2021      | FY 2022      | FY 2023        | FY 2024        | Future          | Project<br>Total |
|--|----------------|--------------|--------------|--------------|----------------|----------------|-----------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |              |              |              |                |                |                 |                  |
| General Fund                             | \$1,835        | \$500        | \$500        | \$500        |                |                |                 | \$3,335          |
| G.O. Bond                                | \$500          |              |              |              | \$2,000        | \$2,000        | \$14,000        | \$18,500         |
| State                                    | \$1,000        |              |              |              |                |                |                 | \$1,000          |
| Other Revenue                            |                |              |              |              |                |                |                 |                  |
| <b>Total</b>                             | <b>\$3,335</b> | <b>\$500</b> | <b>\$500</b> | <b>\$500</b> | <b>\$2,000</b> | <b>\$2,000</b> | <b>\$14,000</b> | <b>\$22,835</b>  |

|  | Prior<br>Years | FY 2020     | FY 2021     | FY 2022     | FY 2023      | FY 2024      | Future          | Project<br>Total |
|--|----------------|-------------|-------------|-------------|--------------|--------------|-----------------|------------------|
| <b>Operating Impacts (in thousands \$)</b> |                |             |             |             |              |              |                 |                  |
| Revenue (-)                                |                |             |             |             |              |              |                 |                  |
| Personnel                                  |                |             |             |             |              |              |                 |                  |
| Operating                                  |                |             |             |             |              |              |                 |                  |
| Debt Service                               | \$33           | \$33        | \$33        | \$33        | \$163        | \$293        | \$18,800        | \$19,388         |
| <b>Total</b>                               | <b>\$33</b>    | <b>\$33</b> | <b>\$33</b> | <b>\$33</b> | <b>\$163</b> | <b>\$293</b> | <b>\$18,800</b> | <b>\$19,388</b>  |

## Five-Year Capital Improvement Plan

**Project Title:** N. Cameron Drainage Improvements  
**Department:** Public Services  
**Budget Code:** 312-4121  
**Justification:** Improves existing service  
**Start Date (FY):** 2018  
**End Date (FY):** 2022



**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**Project Description:** The project would consist of making drainage piping improvements and constructing storm water management ponds to help alleviate the flooding that occurs on N. Cameron Street during large rain events.

**Project Objectives/Status:** The existing storm drainage infrastructure on N. Cameron is too small and during heavy rain events there is extensive street flooding. This project will help alleviate that flooding.

|  | Prior<br>Years | FY 2020        | FY 2021        | FY 2022        | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|----------------|----------------|----------------|------------|------------|------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |                |                |                |            |            |            |                  |
| Planning                               | \$125          |                |                |                |            |            |            | \$125            |
| Land                                   | \$200          |                |                |                |            |            |            | \$200            |
| Construction                           | \$1,300        | \$1,377        | \$1,000        | \$1,000        |            |            |            | \$4,677          |
| Other Expenses                         |                |                |                |                |            |            |            |                  |
| <b>Total</b>                           | <b>\$1,625</b> | <b>\$1,377</b> | <b>\$1,000</b> | <b>\$1,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$5,002</b>   |

|  | Prior<br>Years | FY 2020        | FY 2021        | FY 2022        | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|----------------|----------------|----------------|------------|------------|------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |                |                |                |            |            |            |                  |
| General Fund                             | \$875          | \$750          | \$1,000        | \$1,000        |            |            |            | \$3,625          |
| G.O. Bond                                |                |                |                |                |            |            |            |                  |
| State                                    | \$750          | \$627          |                |                |            |            |            | \$1,377          |
| Other Revenue                            |                |                |                |                |            |            |            |                  |
| <b>Total</b>                             | <b>\$1,625</b> | <b>\$1,377</b> | <b>\$1,000</b> | <b>\$1,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$5,002</b>   |

|  | Prior<br>Years | FY 2020    | FY 2021     | FY 2022       | FY 2023       | FY 2024       | Future     | Project<br>Total |
|--|----------------|------------|-------------|---------------|---------------|---------------|------------|------------------|
| <b>Operating Impacts (in thousands \$)</b> |                |            |             |               |               |               |            |                  |
| Revenue (-)                                |                |            |             |               |               |               |            |                  |
| Personnel                                  |                |            |             |               |               |               |            |                  |
| Operating                                  |                |            | \$10        | \$10.3        | \$10.5        | \$10.7        |            | \$41.5           |
| Debt Service                               |                |            |             |               |               |               |            |                  |
| <b>Total</b>                               | <b>\$0</b>     | <b>\$0</b> | <b>\$10</b> | <b>\$10.3</b> | <b>\$10.5</b> | <b>\$10.7</b> | <b>\$0</b> | <b>\$41.5</b>    |

## Five-Year Capital Improvement Plan

**Project Title:** Valley/Tevis Drainage and Sidewalks  
**Department:** Public Services  
**Budget Code:** 312-4121-441-83-68  
**Justification:** Improves existing service  
**Start Date (FY):** 2017  
**End Date (FY):** 2021



**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**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/Status:** 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. Construction on the project is expected to begin early in calendar year 2019.

|  | Prior Years    | FY 2020        | FY 2021        | FY 2022    | FY 2023    | FY 2024    | Future     | Project Total  |
|--|----------------|----------------|----------------|------------|------------|------------|------------|----------------|
| <b>Cost Estimate (in thousands \$)</b> |                |                |                |            |            |            |            |                |
| Planning                               | \$1,000        |                |                |            |            |            |            | \$1,000        |
| Land                                   | \$800          |                |                |            |            |            |            | \$800          |
| Construction                           | \$500          | \$2,100        | \$3,410        |            |            |            |            | \$6,010        |
| Other Expenses                         |                |                |                |            |            |            |            |                |
| <b>Total</b>                           | <b>\$2,300</b> | <b>\$2,100</b> | <b>\$3,410</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$7,810</b> |

|  | Prior Years    | FY 2020        | FY 2021        | FY 2022    | FY 2023    | FY 2024    | Future     | Project Total  |
|--|----------------|----------------|----------------|------------|------------|------------|------------|----------------|
| <b>Funding Sources (in thousands \$)</b> |                |                |                |            |            |            |            |                |
| General Fund                             |                |                |                |            |            |            |            |                |
| G.O. Bond                                | \$500          | \$1,050        | \$1,800        |            |            |            |            | \$3,350        |
| State                                    | \$1,450        | \$1,050        | \$1,610        |            |            |            |            | \$4,075        |
| Federal                                  | \$385          |                |                |            |            |            |            | \$385          |
| <b>Total</b>                             | <b>\$2,300</b> | <b>\$2,100</b> | <b>\$3,410</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$7,810</b> |

|  | Prior Years | FY 2020     | FY 2021      | FY 2022      | FY 2023      | FY 2024      | Future         | Project Total  |
|--|-------------|-------------|--------------|--------------|--------------|--------------|----------------|----------------|
| <b>Operating Impacts (in thousands \$)</b> |             |             |              |              |              |              |                |                |
| Revenue (-)                                |             |             |              |              |              |              |                |                |
| Personnel                                  |             |             |              |              |              |              |                |                |
| Operating                                  |             |             |              |              |              |              |                |                |
| Debt Service                               |             | \$33        | \$100        | \$221        | \$221        | \$221        | \$3,757        | \$4,553        |
| <b>Total</b>                               | <b>\$0</b>  | <b>\$33</b> | <b>\$100</b> | <b>\$221</b> | <b>\$221</b> | <b>\$221</b> | <b>\$3,757</b> | <b>\$4,553</b> |

## Five-Year Capital Improvement Plan

**Project Title:** Town Run Box Culvert Repairs  
**Department:** Public Services  
**Budget Code:** 312-4131-441-83-71  
**Justification:** Removes hazards  
**Start Date (FY):** 2020  
**End Date (FY):** 2020

**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**Project Description:** This project consists of making necessary repairs to the Town Run box culvert on Stewart Street.

**Project Objectives/Status:** A portion of the culvert has collapsed and these repairs are necessary for public safety.

|  | Prior<br>Years | FY 2020      | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|--------------|------------|------------|------------|------------|------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |              |            |            |            |            |            |                  |
| Planning                               |                |              |            |            |            |            |            |                  |
| Land                                   |                |              |            |            |            |            |            |                  |
| Construction                           |                | \$200        |            |            |            |            |            | \$200            |
| Other Expenses                         |                |              |            |            |            |            |            |                  |
| <b>Total</b>                           | <b>\$0</b>     | <b>\$200</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$200</b>     |

|  | Prior<br>Years | FY 2020      | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|--------------|------------|------------|------------|------------|------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |              |            |            |            |            |            |                  |
| General Fund                             |                | \$200        |            |            |            |            |            | \$200            |
| G.O. Bond                                |                |              |            |            |            |            |            |                  |
| State                                    |                |              |            |            |            |            |            |                  |
| Federal                                  |                |              |            |            |            |            |            |                  |
| <b>Total</b>                             | <b>\$0</b>     | <b>\$200</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$200</b>     |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|------------|------------------|
| <b>Operating Impacts (in thousands \$) No operating impacts.</b> |                |            |            |            |            |            |            |                  |
| Revenue (-)  |                |            |            |            |            |            |            |                  |
| Personnel  |                |            |            |            |            |            |            |                  |
| Operating  |                |            |            |            |            |            |            |                  |
| Debt Service   |                |            |            |            |            |            |            |                  |
| <b>Total</b>   | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       |

## Five-Year Capital Improvement Plan

**Project Title:** Storm Drainage Improvements  
**Department:** Public Services  
**Budget Code:** 312-4131  
**Justification:** Improves existing service  
**Start Date (FY):** 2022  
**End Date (FY):** Ongoing

**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**Project Description:** Storm drainage system improvements in various locations throughout the City.

**Project Objectives/Status:** 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. In addition, there are capital improvements that the City may be required to meet increasingly stringent storm water regulations that are part of the Chesapeake Bay initiatives.

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022        | FY 2023        | FY 2024        | Future          | Project<br>Total |
|--|----------------|------------|------------|----------------|----------------|----------------|-----------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |            |            |                |                |                |                 |                  |
| Planning                               |                |            |            | \$200          | \$200          | \$200          | \$2,000         | \$2,600          |
| Land                                   |                |            |            |                |                |                |                 |                  |
| Construction                           |                |            |            | \$1,800        | \$1,800        | \$1,800        | \$18,000        | \$23,400         |
| Other Expenses                         |                |            |            |                |                |                |                 |                  |
| <b>Total</b>                           | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$2,000</b> | <b>\$2,000</b> | <b>\$2,000</b> | <b>\$20,000</b> | <b>\$26,000</b>  |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022        | FY 2023        | FY 2024        | Future          | Project<br>Total |
|--|----------------|------------|------------|----------------|----------------|----------------|-----------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |            |            |                |                |                |                 |                  |
| General Fund                             |                |            |            |                |                |                |                 |                  |
| G.O. Bond                                |                |            |            | \$2,000        | \$2,000        | \$2,000        | \$20,000        | \$26,000         |
| State                                    |                |            |            |                |                |                |                 |                  |
| Federal                                  |                |            |            |                |                |                |                 |                  |
| <b>Total</b>                             | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$2,000</b> | <b>\$2,000</b> | <b>\$2,000</b> | <b>\$20,000</b> | <b>\$26,000</b>  |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023      | FY 2024      | Future          | Project<br>Total |
|--|----------------|------------|------------|------------|--------------|--------------|-----------------|------------------|
| <b>Operating Impacts (in thousands \$)</b> |                |            |            |            |              |              |                 |                  |
| Revenue (-)                                |                |            |            |            |              |              |                 |                  |
| Personnel                                  |                |            |            |            |              |              |                 |                  |
| Operating                                  |                |            |            |            |              |              |                 |                  |
| Debt Service                               |                |            |            |            | \$130        | \$260        | \$37,610        | \$38,000         |
| <b>Total</b>                               | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$130</b> | <b>\$260</b> | <b>\$37,610</b> | <b>\$38,000</b>  |

## Five-Year Capital Improvement Plan

|                         |                             |                             |
|-------------------------|-----------------------------|-----------------------------|
| <b>Project Title:</b>   | Traffic Signal Improvements | <b>Locations:</b>           |
| <b>Department:</b>      | Public Services             | FY20: N. Loudoun/Brooke     |
| <b>Budget Code:</b>     | 312-4142-441-83-76          | FY20: Adams/Legge           |
| <b>Justification:</b>   | Improves existing services  | FY21: Shawnee/Papermill     |
| <b>Start Date (FY):</b> | 2008                        | FY22: Commercial/N. Loudoun |
| <b>End Date (FY):</b>   | 2022                        |                             |

**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**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/Status:** These traffic signals are very old, have reached the end of their useful life, and need to be replaced.

|  | Prior<br>Years | FY 2020      | FY 2021      | FY 2022      | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|--------------|--------------|--------------|------------|------------|------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |              |              |              |            |            |            |                  |
| Planning                               | \$400          | \$70         | \$20         | \$20         |            |            |            | \$510            |
| Construction                           | \$6,400        | \$733        | \$280        | \$280        |            |            |            | \$7,693          |
| Equipment                              |                |              |              |              |            |            |            |                  |
| Other Expenses                         |                |              |              |              |            |            |            |                  |
| <b>Total</b>                           | <b>\$6,800</b> | <b>\$803</b> | <b>\$300</b> | <b>\$300</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$8,203</b>   |

|  | Prior<br>Years | FY 2020      | FY 2021      | FY 2022      | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|--------------|--------------|--------------|------------|------------|------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |              |              |              |            |            |            |                  |
| General Fund                             | \$4,775        | \$165        | \$150        | \$150        |            |            |            | \$5,240          |
| G.O. Bond                                |                |              |              |              |            |            |            |                  |
| State                                    | \$1,825        | \$638        | \$150        | \$150        |            |            |            | \$2,763          |
| Federal                                  | \$200          |              |              |              |            |            |            | \$200            |
| <b>Total</b>                             | <b>\$6,800</b> | <b>\$803</b> | <b>\$300</b> | <b>\$300</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$8,203</b>   |

|   | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|---|----------------|------------|------------|------------|------------|------------|------------|------------------|
| <b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b> |                |            |            |            |            |            |            |                  |
| Revenue (-)   |                |            |            |            |            |            |            |                  |
| Personnel   |                |            |            |            |            |            |            |                  |
| Operating   |                |            |            |            |            |            |            |                  |
| Debt Service  |                |            |            |            |            |            |            |                  |
| <b>Total</b>  | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       |

## Five-Year Capital Improvement Plan

**Project Title:** Traffic Signal Synchronization  
**Department:** Public Services  
**Budget Code:** 312-4142  
**Justification:** Improves existing services  
**Start Date (FY):** 2015  
**End Date (FY):** 2025

**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**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. This project would add this system to the Valley Avenue corridor and Gerrard Street corridor.

**Project Objectives/Status:** Improve traffic flow on the City's major corridors. Making improvements to traffic was one of the highest priorities in the citizen satisfaction survey that was completed in 2017.

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024      | Future       | Project<br>Total |
|--|----------------|------------|------------|------------|------------|--------------|--------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |            |            |            |            |              |              |                  |
| Planning                               |                |            |            |            |            |              |              |                  |
| Construction                           | \$500          |            |            |            |            | \$365        | \$862        | \$1,727          |
| Equipment                              |                |            |            |            |            |              |              |                  |
| Other Expenses                         |                |            |            |            |            |              |              |                  |
| <b>Total</b>                           | <b>\$500</b>   | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$365</b> | <b>\$862</b> | <b>\$1,727</b>   |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024      | Future       | Project<br>Total |
|--|----------------|------------|------------|------------|------------|--------------|--------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |            |            |            |            |              |              |                  |
| General Fund                             | \$250          |            |            |            |            |              |              | \$250            |
| G.O. Bond                                |                |            |            |            |            |              |              |                  |
| State                                    | \$250          |            |            |            |            | \$365        | \$862        | \$1,477          |
| Federal                                  |                |            |            |            |            |              |              |                  |
| <b>Total</b>                             | <b>\$500</b>   | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$365</b> | <b>\$862</b> | <b>\$1,727</b>   |

|   | Prior<br>Years | FY 2020      | FY 2021      | FY 2022      | FY 2023      | FY 2024      | Future     | Project<br>Total |
|---|----------------|--------------|--------------|--------------|--------------|--------------|------------|------------------|
| <b>Operating Impacts (in thousands \$).</b> |                |              |              |              |              |              |            |                  |
| Revenue (-)                                 |                |              |              |              |              |              |            |                  |
| Personnel                                   |                |              |              |              |              |              |            |                  |
| Operating                                   | \$5            | \$5.1        | \$5.2        | \$5.3        | \$7.5        | \$7.6        |            | \$35.7           |
| Debt Service                                |                |              |              |              |              |              |            |                  |
| <b>Total</b>                                | <b>\$5</b>     | <b>\$5.1</b> | <b>\$5.2</b> | <b>\$5.3</b> | <b>\$7.5</b> | <b>\$7.6</b> | <b>\$0</b> | <b>\$35.7</b>    |

## Five-Year Capital Improvement Plan

**Project Title:** Boscawen Street Improvements  
**Department:** Public Services  
**Budget Code:** 312-4121  
**Justification:** Remove hazards  
**Start Date (FY):** 2018  
**End Date (FY):** 2021

**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**Project Description:** Project would consist of closing Boscawen Street between Indian Alley and Cameron Street to through traffic and converting it to a pedestrian mall like what exists on Loudoun Street between Cork and Piccadilly.

**Project Objectives/Status:** This project would greatly improve safety for pedestrians, especially at the intersection of Boscawen/Loudoun. It would also provide additional space for events, outdoor cafes, etc.

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022        | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|------------|------------|----------------|------------|------------|------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |            |            |                |            |            |            |                  |
| Planning                               | \$100          |            |            |                |            |            |            | \$100            |
| Construction                           |                |            |            | \$2,000        |            |            |            | \$2,000          |
| Equipment                              |                |            |            |                |            |            |            |                  |
| Other Expenses                         |                |            |            |                |            |            |            |                  |
| <b>Total</b>                           | <b>\$100</b>   | <b>\$0</b> | <b>\$0</b> | <b>\$2,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,100</b>   |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022        | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|------------|------------|----------------|------------|------------|------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |            |            |                |            |            |            |                  |
| General Fund                             | \$100          |            |            |                |            |            |            | \$100            |
| G.O. Bond                                |                |            |            | \$1,000        |            |            |            | \$1,000          |
| State                                    |                |            |            | \$1,000        |            |            |            | \$1,000          |
| Federal                                  |                |            |            |                |            |            |            |                  |
| <b>Total</b>                             | <b>\$100</b>   | <b>\$0</b> | <b>\$0</b> | <b>\$2,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,100</b>   |

|   | Prior<br>Years | FY 2020    | FY 2021    | FY 2022      | FY 2023       | FY 2024       | Future         | Project<br>Total |
|---|----------------|------------|------------|--------------|---------------|---------------|----------------|------------------|
| <b>Operating Impacts (in thousands \$).</b> |                |            |            |              |               |               |                |                  |
| Revenue (-)                                 |                |            |            |              |               |               |                |                  |
| Personnel                                   |                |            |            |              |               |               |                |                  |
| Operating                                   |                |            |            | \$7.7        | \$7.9         | \$8.1         |                | \$23.7           |
| Debt Service                                |                |            |            |              | \$80          | \$80          | \$1,440        | \$1,600          |
| <b>Total</b>                                | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$7.7</b> | <b>\$87.9</b> | <b>\$88.1</b> | <b>\$1,440</b> | <b>\$1,623.7</b> |



## Five-Year Capital Improvement Plan

**Project Title:** Intersection Improvements  
**Department:** Public Services  
**Budget Code:** 312-4121  
**Justification:** Improves existing service  
**Start Date (FY):** 2022  
**End Date (FY):** 2024



**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**Project Description:** This project consists of modifications to four existing intersections to facilitate and improve traffic flow. The intersections include: 1. Pleasant Valley/Jubal Early: Add dual left turn lane on west bound Jubal Early turning left onto south bound Pleasant Valley (\$2,300,000) 2. Pleasant Valley/Cork: Add right turn lane north bound Pleasant Valley turning right onto east bound Cork (\$1,000,000) 3. Pleasant Valley/Adams: Add right turn lane on north bound Pleasant Valley turning right onto east bound Adams (\$600,000) 4. Pleasant Valley/Patsy Cline: Add right turn lane on north bound Pleasant Valley turning on east bound Patsy Cline (\$600,000)

**Project Objectives/Status:** These projects would improve traffic flow at these key intersections.

|  | Prior Years | FY 2020    | FY 2021    | FY 2022        | FY 2023        | FY 2024        | Future     | Project Total  |
|--|-------------|------------|------------|----------------|----------------|----------------|------------|----------------|
| <b>Cost Estimate (in thousands \$)</b> |             |            |            |                |                |                |            |                |
| Planning                               |             |            |            | \$300          | \$80           | \$80           |            | \$460          |
| Land                                   |             |            |            | \$200          | \$20           | \$20           |            | \$240          |
| Construction                           |             |            |            | \$1,800        | \$900          | \$1,100        |            | \$3,800        |
| Other Expenses                         |             |            |            |                |                |                |            |                |
| <b>Total</b>                           | <b>\$0</b>  | <b>\$0</b> | <b>\$0</b> | <b>\$2,300</b> | <b>\$1,000</b> | <b>\$1,200</b> | <b>\$0</b> | <b>\$4,500</b> |

|  | Prior Years | FY 2020    | FY 2021    | FY 2022        | FY 2023        | FY 2024        | Future     | Project Total  |
|--|-------------|------------|------------|----------------|----------------|----------------|------------|----------------|
| <b>Funding Sources (in thousands \$)</b> |             |            |            |                |                |                |            |                |
| General Fund                             |             |            |            | \$1,150        | \$500          | \$600          |            | \$2,250        |
| G.O. Bond                                |             |            |            |                |                |                |            |                |
| State                                    |             |            |            | \$1,150        | \$500          | \$600          |            | \$2,250        |
| Federal                                  |             |            |            |                |                |                |            |                |
| <b>Total</b>                             | <b>\$0</b>  | <b>\$0</b> | <b>\$0</b> | <b>\$2,300</b> | <b>\$1,000</b> | <b>\$1,200</b> | <b>\$0</b> | <b>\$4,500</b> |

|   | Prior Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project Total |
|---|-------------|------------|------------|------------|------------|------------|------------|---------------|
| <b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b> |             |            |            |            |            |            |            |               |
| Revenue (-)   |             |            |            |            |            |            |            |               |
| Personnel   |             |            |            |            |            |            |            |               |
| Operating   |             |            |            |            |            |            |            |               |
| Debt Service  |             |            |            |            |            |            |            |               |
| <b>Total</b>  | <b>\$0</b>  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>    |



## Five-Year Capital Improvement Plan

**Project Title:** Hope Drive Extension  
**Department:** Public Services  
**Budget Code:** 312-4121-441-83-10  
**Justification:** Improves existing service  
**Start Date (FY):** 2016  
**End Date (FY):** 2020



**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**Project Description:** Project consists of extending Hope Drive from Wilson Blvd. to Papermill Road, realigning Papermill Road and constructing a cul-de-sac on Tevis Street. In addition to the roadway components of the project there will be right-of-way acquisition, utility relocations, a large stormwater management area, and a new railroad crossing. This is a Revenue Sharing Project with VDOT.

**Project Objectives/Status:** 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.

|  | Prior Years    | FY 2020        | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project Total  |
|--|----------------|----------------|------------|------------|------------|------------|------------|----------------|
| <b>Cost Estimate (in thousands \$)</b> |                |                |            |            |            |            |            |                |
| Planning                               | \$1,200        |                |            |            |            |            |            | \$1,200        |
| Land                                   | \$1,400        |                |            |            |            |            |            | \$1,400        |
| Construction                           | \$1,000        | \$5,900        |            |            |            |            |            | \$6,900        |
| Other Expenses                         |                |                |            |            |            |            |            |                |
| <b>Total</b>                           | <b>\$3,600</b> | <b>\$5,900</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$9,500</b> |

|  | Prior Years    | FY 2020        | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project Total  |
|--|----------------|----------------|------------|------------|------------|------------|------------|----------------|
| <b>Funding Sources (in thousands \$)</b> |                |                |            |            |            |            |            |                |
| General Fund                             | \$800          |                |            |            |            |            |            | \$800          |
| G.O. Bond                                | \$1,000        | \$2,950        |            |            |            |            |            | \$3,950        |
| State                                    | \$1,800        | \$2,950        |            |            |            |            |            | \$4,750        |
| Federal                                  |                |                |            |            |            |            |            |                |
| <b>Total</b>                             | <b>\$3,600</b> | <b>\$5,900</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$9,500</b> |

|  | Prior Years | FY 2020     | FY 2021      | FY 2022        | FY 2023        | FY 2024      | Future         | Project Total    |
|--|-------------|-------------|--------------|----------------|----------------|--------------|----------------|------------------|
| <b>Operating Impacts (in thousands \$)</b> |             |             |              |                |                |              |                |                  |
| Revenue (-)                                |             |             |              |                |                |              |                |                  |
| Personnel                                  |             |             |              |                |                |              |                |                  |
| Operating                                  |             |             | \$5          | \$5.2          | \$5.5          | \$6          | \$110          | \$131.7          |
| Debt Service                               |             | \$65        | \$260        | \$260          | \$260          | \$60         | \$4,160        | \$5,265          |
| <b>Total</b>                               | <b>\$0</b>  | <b>\$65</b> | <b>\$265</b> | <b>\$265.2</b> | <b>\$265.5</b> | <b>\$266</b> | <b>\$4,270</b> | <b>\$5,396.7</b> |

## Five-Year Capital Improvement Plan

**Project Title:** Middle Road Improvements  
**Department:** Public Services  
**Budget Code:** 312-4121  
**Justification:** Removes hazards  
**Start Date (FY):** TBD  
**End Date (FY):** TBD



**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**Project Description:** The project would consist of installing curb & gutter and sidewalks along Middle Road where none currently exist.

**Project Objectives/Status:** Continuing efforts to construct new sidewalks as per the City's Sidewalk Master Plan.

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future         | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|----------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |            |            |            |            |            |                |                  |
| Planning                               |                |            |            |            |            |            | \$200          | \$200            |
| Land                                   |                |            |            |            |            |            | \$2,000        | \$2,000          |
| Construction                           |                |            |            |            |            |            |                |                  |
| Other Expenses                         |                |            |            |            |            |            |                |                  |
| <b>Total</b>                           | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,200</b> | <b>\$2,200</b>   |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future         | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|----------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |            |            |            |            |            |                |                  |
| General Fund                             |                |            |            |            |            |            | \$1,100        | \$1,100          |
| G.O. Bond                                |                |            |            |            |            |            |                |                  |
| State                                    |                |            |            |            |            |            | \$1,100        | \$1,100          |
| Federal                                  |                |            |            |            |            |            |                |                  |
| <b>Total</b>                             | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,200</b> | <b>\$2,200</b>   |

|   | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|---|----------------|------------|------------|------------|------------|------------|------------|------------------|
| <b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b> |                |            |            |            |            |            |            |                  |
| Revenue (-)   |                |            |            |            |            |            |            |                  |
| Personnel   |                |            |            |            |            |            |            |                  |
| Operating   |                |            |            |            |            |            |            |                  |
| Debt Service  |                |            |            |            |            |            |            |                  |
| <b>Total</b>  | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       |

## Five-Year Capital Improvement Plan

**Project Title:** Weems Lane Improvements  
**Department:** Public Services  
**Budget Code:** 312-4121  
**Justification:** Removes hazards  
**Start Date (FY):** TBD  
**End Date (FY):** TBD



**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**Project Description:** The project would consist of installing curb & gutter and sidewalks along Weems Lane where none currently exist.

**Project Objectives/Status:** Continuing efforts to construct new sidewalks as per the City's Sidewalk Master Plan.

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future         | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|----------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |            |            |            |            |            |                |                  |
| Planning                               |                |            |            |            |            |            | \$100          | \$100            |
| Land                                   |                |            |            |            |            |            | \$1,900        | \$1,900          |
| Construction                           |                |            |            |            |            |            |                |                  |
| Other Expenses                         |                |            |            |            |            |            |                |                  |
| <b>Total</b>                           | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,000</b> | <b>\$2,000</b>   |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future         | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|----------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |            |            |            |            |            |                |                  |
| General Fund                             |                |            |            |            |            |            |                |                  |
| G.O. Bond                                |                |            |            |            |            |            | \$1,000        | \$1,000          |
| State                                    |                |            |            |            |            |            | \$1,000        | \$1,000          |
| Federal                                  |                |            |            |            |            |            |                |                  |
| <b>Total</b>                             | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,000</b> | <b>\$2,000</b>   |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future         | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|----------------|------------------|
| <b>Operating Impacts (in thousands \$)</b> |                |            |            |            |            |            |                |                  |
| Revenue (-)                                |                |            |            |            |            |            |                |                  |
| Personnel                                  |                |            |            |            |            |            |                |                  |
| Operating                                  |                |            |            |            |            |            |                |                  |
| Debt Service                               |                |            |            |            |            |            | \$1,600        | \$1,600          |
| <b>Total</b>                               | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,600</b> | <b>\$1,600</b>   |

## Five-Year Capital Improvement Plan

**Project Title:** Pleasant Valley Realignment/Extension  
**Department:** Public Services  
**Budget Code:** 312-4121  
**Justification:** Other  
**Start Date (FY):** TBD  
**End Date (FY):** TBD



**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**Project Description:** Project would consist of realigning and extending S. Pleasant Valley Road between Cedarmeade and Battaile.

**Project Objectives/Status:** Project would allow for the development of a large parcel of currently undeveloped property.

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future         | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|----------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |            |            |            |            |            |                |                  |
| Planning                               |                |            |            |            |            |            | \$300          | \$300            |
| Land                                   |                |            |            |            |            |            |                |                  |
| Construction                           |                |            |            |            |            |            | \$6,700        | \$6,700          |
| Other Expenses                         |                |            |            |            |            |            |                |                  |
| <b>Total</b>                           | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$7,000</b> | <b>\$7,000</b>   |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future         | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|----------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |            |            |            |            |            |                |                  |
| General Fund                             |                |            |            |            |            |            |                |                  |
| G.O. Bond                                |                |            |            |            |            |            |                |                  |
| State                                    |                |            |            |            |            |            |                |                  |
| Federal                                  |                |            |            |            |            |            |                |                  |
| Other Revenue                            |                |            |            |            |            |            | \$7,000        | \$7,000          |
| <b>Total</b>                             | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$7,000</b> | <b>\$7,000</b>   |

|   | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|---|----------------|------------|------------|------------|------------|------------|------------|------------------|
| <b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b> |                |            |            |            |            |            |            |                  |
| Revenue (-)   |                |            |            |            |            |            |            |                  |
| Personnel   |                |            |            |            |            |            |            |                  |
| Operating   |                |            |            |            |            |            |            |                  |
| Debt Service  |                |            |            |            |            |            |            |                  |
| <b>Total</b>  | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       |

## Five-Year Capital Improvement Plan

**Project Title:** Taft Avenue Extension  
**Department:** Public Services  
**Budget Code:** 312-4121  
**Justification:** Other  
**Start Date (FY):** TBD  
**End Date (FY):** TBD



**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**Project Description:** Project would consist of extending Taft Avenue from its current terminus to Valley Avenue.

**Project Objectives/Status:** Project would provide a much needed east-west street connection in this area and would greatly facilitate the redevelopment of the Wards Plaza area.

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future         | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|----------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |            |            |            |            |            |                |                  |
| Planning                               |                |            |            |            |            |            | \$500          | \$500            |
| Land                                   |                |            |            |            |            |            |                |                  |
| Construction                           |                |            |            |            |            |            | \$8,500        | \$8,500          |
| Other Expenses                         |                |            |            |            |            |            |                |                  |
| <b>Total</b>                           | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$9,000</b> | <b>\$9,000</b>   |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future         | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|----------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |            |            |            |            |            |                |                  |
| General Fund                             |                |            |            |            |            |            |                |                  |
| G.O. Bond                                |                |            |            |            |            |            |                |                  |
| State                                    |                |            |            |            |            |            |                |                  |
| Federal                                  |                |            |            |            |            |            |                |                  |
| Other Revenue                            |                |            |            |            |            |            | \$9,000        | \$9,000          |
| <b>Total</b>                             | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$9,000</b> | <b>\$9,000</b>   |

|   | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|---|----------------|------------|------------|------------|------------|------------|------------|------------------|
| <b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b> |                |            |            |            |            |            |            |                  |
| Revenue (-)   |                |            |            |            |            |            |            |                  |
| Personnel   |                |            |            |            |            |            |            |                  |
| Operating   |                |            |            |            |            |            |            |                  |
| Debt Service  |                |            |            |            |            |            |            |                  |
| <b>Total</b>  | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       |



## Five-Year Capital Improvement Plan

**Project Title:** Featherbed Lane Improvements  
**Department:** Public Services  
**Budget Code:** 312-4121  
**Justification:** Remove hazards  
**Start Date (FY):** TBD  
**End Date (FY):** TBD



**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**Project Description:** Project would consist of constructing curb & gutter and sidewalks on Featherbed Lane.

**Project Objectives/Status:** This project would significantly improve safety and drainage on this street.

|  | Prior Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future         | Project Total  |
|--|-------------|------------|------------|------------|------------|------------|----------------|----------------|
| <b>Cost Estimate (in thousands \$)</b> |             |            |            |            |            |            |                |                |
| Planning                               |             |            |            |            |            |            | \$100          | \$100          |
| Land                                   |             |            |            |            |            |            |                |                |
| Construction                           |             |            |            |            |            |            | \$1,400        | \$1,400        |
| Other Expenses                         |             |            |            |            |            |            |                |                |
| <b>Total</b>                           | <b>\$0</b>  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,500</b> | <b>\$1,500</b> |

|  | Prior Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future         | Project Total  |
|--|-------------|------------|------------|------------|------------|------------|----------------|----------------|
| <b>Funding Sources (in thousands \$)</b> |             |            |            |            |            |            |                |                |
| General Fund                             |             |            |            |            |            |            | \$750          | \$750          |
| G.O. Bond                                |             |            |            |            |            |            |                |                |
| State                                    |             |            |            |            |            |            | \$750          | \$750          |
| Federal                                  |             |            |            |            |            |            |                |                |
| Other Revenue                            |             |            |            |            |            |            |                |                |
| <b>Total</b>                             | <b>\$0</b>  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,500</b> | <b>\$1,500</b> |

|   | Prior Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project Total |
|---|-------------|------------|------------|------------|------------|------------|------------|---------------|
| <b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b> |             |            |            |            |            |            |            |               |
| Revenue (-)   |             |            |            |            |            |            |            |               |
| Personnel   |             |            |            |            |            |            |            |               |
| Operating   |             |            |            |            |            |            |            |               |
| Debt Service  |             |            |            |            |            |            |            |               |
| <b>Total</b>  | <b>\$0</b>  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>    |

## Five-Year Capital Improvement Plan

**Project Title:** Shawnee Drive Improvements  
**Department:** Public Services  
**Budget Code:** 312-4121  
**Justification:** Improves existing service  
**Start Date (FY):** TBD  
**End Date (FY):** TBD



**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**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/Status:** This project would significantly improve traffic flow and safety along this corridor.

|  | Prior Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future         | Project Total  |
|--|-------------|------------|------------|------------|------------|------------|----------------|----------------|
| <b>Cost Estimate (in thousands \$)</b> |             |            |            |            |            |            |                |                |
| Planning                               |             |            |            |            |            |            | \$200          | \$200          |
| Land                                   |             |            |            |            |            |            |                |                |
| Construction                           |             |            |            |            |            |            | \$4,800        | \$4,800        |
| Other Expenses                         |             |            |            |            |            |            |                |                |
| <b>Total</b>                           | <b>\$0</b>  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$5,000</b> | <b>\$5,000</b> |

|  | Prior Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future         | Project Total  |
|--|-------------|------------|------------|------------|------------|------------|----------------|----------------|
| <b>Funding Sources (in thousands \$)</b> |             |            |            |            |            |            |                |                |
| General Fund                             |             |            |            |            |            |            |                |                |
| G.O. Bond                                |             |            |            |            |            |            | \$2,500        | \$2,500        |
| State                                    |             |            |            |            |            |            | \$2,500        | \$2,500        |
| Federal                                  |             |            |            |            |            |            |                |                |
| Other Revenue                            |             |            |            |            |            |            |                |                |
| <b>Total</b>                             | <b>\$0</b>  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$5,000</b> | <b>\$5,000</b> |

|  | Prior Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future         | Project Total  |
|--|-------------|------------|------------|------------|------------|------------|----------------|----------------|
| <b>Operating Impacts (in thousands \$)</b> |             |            |            |            |            |            |                |                |
| Revenue (-)                                |             |            |            |            |            |            |                |                |
| Personnel                                  |             |            |            |            |            |            |                |                |
| Operating                                  |             |            |            |            |            |            |                |                |
| Debt Service                               |             |            |            |            |            |            | \$4,000        | \$4,000        |
| <b>Total</b>                               | <b>\$0</b>  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$4,000</b> | <b>\$4,000</b> |



## Five-Year Capital Improvement Plan

**Project Title:** Papermill Road Improvements  
**Department:** Public Services  
**Budget Code:** 312-4121  
**Justification:** Improves existing service  
**Start Date (FY):** TBD  
**End Date (FY):** TBD



**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**Project Description:** Project would consist of widening Papermill Road between Cedarmeade 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/Status:** This project would significantly improve traffic flow and safety along this corridor.

|  | Prior Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future         | Project Total  |
|--|-------------|------------|------------|------------|------------|------------|----------------|----------------|
| <b>Cost Estimate (in thousands \$)</b> |             |            |            |            |            |            |                |                |
| Planning                               |             |            |            |            |            |            | \$200          | \$200          |
| Land                                   |             |            |            |            |            |            |                |                |
| Construction                           |             |            |            |            |            |            | \$4,000        | \$4,000        |
| Other Expenses                         |             |            |            |            |            |            |                |                |
| <b>Total</b>                           | <b>\$0</b>  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$4,200</b> | <b>\$4,200</b> |

|  | Prior Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future         | Project Total  |
|--|-------------|------------|------------|------------|------------|------------|----------------|----------------|
| <b>Funding Sources (in thousands \$)</b> |             |            |            |            |            |            |                |                |
| General Fund                             |             |            |            |            |            |            |                |                |
| G.O. Bond                                |             |            |            |            |            |            | \$2,100        | \$2,100        |
| State                                    |             |            |            |            |            |            | \$2,100        | \$2,100        |
| Federal                                  |             |            |            |            |            |            |                |                |
| Other Revenue                            |             |            |            |            |            |            |                |                |
| <b>Total</b>                             | <b>\$0</b>  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$4,200</b> | <b>\$4,200</b> |

|  | Prior Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future         | Project Total  |
|--|-------------|------------|------------|------------|------------|------------|----------------|----------------|
| <b>Operating Impacts (in thousands \$)</b> |             |            |            |            |            |            |                |                |
| Revenue (-)                                |             |            |            |            |            |            |                |                |
| Personnel                                  |             |            |            |            |            |            |                |                |
| Operating                                  |             |            |            |            |            |            |                |                |
| Debt Service                               |             |            |            |            |            |            | \$3,800        | \$3,800        |
| <b>Total</b>                               | <b>\$0</b>  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$3,800</b> | <b>\$3,800</b> |

# Five-Year Capital Improvement Plan

**Project Title:** Green Circle Trail  
**Department:** Public Services  
**Budget Code:** 312-4121  
**Justification:** Improves existing service  
**Start Date (FY):** 2009  
**End Date (FY):** 2022



**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**Project Description:** For FY20, work will consist of design of Phase IV of the project along Jubal Early from Plaza Drive to Millwood Avenue.

**Project Objectives/Status:** This project has been on 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.

|  | Prior Years    | FY 2020      | FY 2021      | FY 2022        | FY 2023    | FY 2024    | Future     | Project Total   |
|--|----------------|--------------|--------------|----------------|------------|------------|------------|-----------------|
| <b>Cost Estimate (in thousands \$)</b> |                |              |              |                |            |            |            |                 |
| Planning                               | \$600          | \$300        | \$100        |                |            |            |            | \$1,000         |
| Land                                   | \$50           |              | \$500        |                |            |            |            | \$550           |
| Construction                           | \$4,700        |              |              | \$4,100        |            |            |            | \$8,800         |
| Other Expenses                         |                |              |              |                |            |            |            |                 |
| <b>Total</b>                           | <b>\$5,350</b> | <b>\$300</b> | <b>\$600</b> | <b>\$4,100</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$10,350</b> |

|  | Prior Years    | FY 2020      | FY 2021      | FY 2022        | FY 2023    | FY 2024    | Future     | Project Total   |
|--|----------------|--------------|--------------|----------------|------------|------------|------------|-----------------|
| <b>Funding Sources (in thousands \$)</b> |                |              |              |                |            |            |            |                 |
| General Fund                             | \$1,350        | \$150        | \$400        | \$500          |            |            |            | \$2,400         |
| G.O. Bond                                |                |              |              |                |            |            |            |                 |
| State                                    |                | \$150        | \$400        | \$3,600        |            |            |            | \$4,150         |
| Federal                                  | \$3,800        |              |              |                |            |            |            | \$3,800         |
| Other Revenue                            |                |              |              |                |            |            |            |                 |
| <b>Total</b>                             | <b>\$5,150</b> | <b>\$300</b> | <b>\$800</b> | <b>\$4,100</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$10,350</b> |

|  | Prior Years | FY 2020    | FY 2021      | FY 2022      | FY 2023      | FY 2024      | Future     | Project Total |
|--|-------------|------------|--------------|--------------|--------------|--------------|------------|---------------|
| <b>Operating Impacts (in thousands \$)</b> |             |            |              |              |              |              |            |               |
| Revenue (-)                                |             |            |              |              |              |              |            |               |
| Personnel                                  |             |            |              |              |              |              |            |               |
| Operating                                  | \$5         | \$5        | \$5.1        | \$5.2        | \$5.3        | \$5.4        |            | \$31          |
| Debt Service                               |             |            |              |              |              |              |            |               |
| <b>Total</b>                               | <b>\$5</b>  | <b>\$5</b> | <b>\$5.1</b> | <b>\$5.2</b> | <b>\$5.3</b> | <b>\$5.4</b> | <b>\$0</b> | <b>\$31</b>   |

# Five-Year Capital Improvement Plan

**Project Title:** Trails at Museum of the Shenandoah Valley  
**Department:** Public Services  
**Budget Code:** 312-7111-471-83-50  
**Justification:** Other  
**Start Date (FY):** 2020  
**End Date (FY):** 2020



**Relationship to Strategic Plan:** Goal 3 – Enhance the quality of life for all Winchester residents.

**Project Description:** Construction of recreational trails on the Museum of the Shenandoah Valley (MSV) property that would connect to the Green Circle Trail and be accessible to the public.

**Project Objectives/Status:** This project is a cooperative effort between the MSV and City to construct a series of recreational trails that would allow the public to access and enjoy the beautiful MSV property. There will be no City funds used on the project and the MSV will be responsible for all ongoing maintenance costs.

|  | Prior Years | FY 2020        | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project Total  |
|--|-------------|----------------|------------|------------|------------|------------|------------|----------------|
| <b>Cost Estimate (in thousands \$)</b> |             |                |            |            |            |            |            |                |
| Planning                               |             |                |            |            |            |            |            |                |
| Land                                   |             |                |            |            |            |            |            |                |
| Construction                           |             | \$2,800        |            |            |            |            |            | \$2,800        |
| Other Expenses                         |             |                |            |            |            |            |            |                |
| <b>Total</b>                           | <b>\$0</b>  | <b>\$2,800</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,800</b> |

|  | Prior Years | FY 2020        | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project Total  |
|--|-------------|----------------|------------|------------|------------|------------|------------|----------------|
| <b>Funding Sources (in thousands \$)</b> |             |                |            |            |            |            |            |                |
| General Fund                             |             |                |            |            |            |            |            |                |
| G.O. Bond                                |             |                |            |            |            |            |            |                |
| State                                    |             | \$1,041        |            |            |            |            |            | \$1,041        |
| Federal                                  |             | \$250          |            |            |            |            |            | \$250          |
| Other Revenue                            |             | \$1,509        |            |            |            |            |            | \$1,509        |
| <b>Total</b>                             | <b>\$0</b>  | <b>\$2,800</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,800</b> |

|   | Prior Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project Total |
|---|-------------|------------|------------|------------|------------|------------|------------|---------------|
| <b>Operating Impacts (in thousands \$) No operating impacts at this time.</b> |             |            |            |            |            |            |            |               |
| Revenue (-)   |             |            |            |            |            |            |            |               |
| Personnel   |             |            |            |            |            |            |            |               |
| Operating   |             |            |            |            |            |            |            |               |
| Debt Service  |             |            |            |            |            |            |            |               |
| <b>Total</b>  | <b>\$0</b>  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>    |

## Five-Year Capital Improvement Plan

**Project Title:** Enclosing Courtyard Area  
**Department:** Parks & Recreation  
**Budget Code:** 312-4121  
**Justification:** Other  
**Start Date (FY):** 2020  
**End Date (FY):** 2020



**Relationship to Strategic Plan:** Strategic Plan Goals 3 & 4

- Parks & Recreation have maximized the available space for rentals and programming. In order to encourage growth and promote partnerships and enhance quality of life within the community additional programming rental space is needed.

**Project Description:** This is an initial phase of a project for the potential of enclosing the courtyard area between the War Memorial Building and the Active Living Center Gym so as to create additional space and meet community needs.

**Project Objectives/Status:** Determine feasibility of enclosing courtyard area, create conceptual design based on feasibility, create cost estimate to enclose area and determine the value of moving forward with enclosing area or considering other options.

|  | Prior Years | FY 2020     | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project Total |
|--|-------------|-------------|------------|------------|------------|------------|------------|---------------|
| <b>Cost Estimate (in thousands \$)</b> |             |             |            |            |            |            |            |               |
| Planning                               |             | \$50        |            |            |            |            |            | \$50          |
| Land                                   |             |             |            |            |            |            |            |               |
| Construction                           |             |             |            |            |            |            |            |               |
| Other Expenses                         |             |             |            |            |            |            |            |               |
| <b>Total</b>                           | <b>\$0</b>  | <b>\$50</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$50</b>   |

|  | Prior Years | FY 2020     | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project Total |
|--|-------------|-------------|------------|------------|------------|------------|------------|---------------|
| <b>Funding Sources (in thousands \$)</b> |             |             |            |            |            |            |            |               |
| General Fund                             |             | \$50        |            |            |            |            |            | \$50          |
| G.O. Bond                                |             |             |            |            |            |            |            |               |
| State                                    |             |             |            |            |            |            |            |               |
| Federal                                  |             |             |            |            |            |            |            |               |
| <b>Total</b>                             | <b>\$0</b>  | <b>\$50</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$50</b>   |

|   | Prior Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project Total |
|---|-------------|------------|------------|------------|------------|------------|------------|---------------|
| <b>Operating Impacts (in thousands \$) Operating impacts undetermined at this time.</b> |             |            |            |            |            |            |            |               |
| Revenue (-)   |             |            |            |            |            |            |            |               |
| Personnel   |             |            |            |            |            |            |            |               |
| Operating   |             |            |            |            |            |            |            |               |
| Debt Service  |             |            |            |            |            |            |            |               |
| <b>Total</b>  | <b>\$0</b>  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>    |

## Five-Year Capital Improvement Plan

**Project Title:** Renew Playground Surface  
**Department:** Parks & Recreation  
**Budget Code:** 312-7111-471-83-65  
**Justification:** Maintains existing service  
**Start Date (FY):** 2020  
**End Date (FY):** 2020



**Relationship to Strategic Plan:** Strategic Plan Goals 3 & 4  
 - Improves quality of services by ensuring safety of children utilizing Children's Dream Playground and promotes recreation and efficiency of services.

**Project Description:** Replacement of cushioned surface around and under playground equipment located at the Children's Dream Playground in Jim Barnett Park at Christianson Familyland.

**Project Objectives/Status:** Provides cushioned surface under and around playground equipment to meet guidelines for playground surfaces as established by Consumer Product Safety Commission.

|  | Prior<br>Years | FY 2020     | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|-------------|------------|------------|------------|------------|------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |             |            |            |            |            |            |                  |
| Planning                               |                |             |            |            |            |            |            |                  |
| Land                                   |                |             |            |            |            |            |            |                  |
| Construction                           |                |             |            |            |            |            |            |                  |
| Other Expenses                         |                | \$50        |            |            |            |            |            | \$50             |
| <b>Total</b>                           | <b>\$0</b>     | <b>\$50</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$50</b>      |

|  | Prior<br>Years | FY 2020     | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|-------------|------------|------------|------------|------------|------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |             |            |            |            |            |            |                  |
| General Fund                             |                | \$50        |            |            |            |            |            | \$50             |
| G.O. Bond                                |                |             |            |            |            |            |            |                  |
| State                                    |                |             |            |            |            |            |            |                  |
| Federal                                  |                |             |            |            |            |            |            |                  |
| <b>Total</b>                             | <b>\$0</b>     | <b>\$50</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$50</b>      |

|   | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|---|----------------|------------|------------|------------|------------|------------|------------|------------------|
| <b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b> |                |            |            |            |            |            |            |                  |
| Revenue (-)   |                |            |            |            |            |            |            |                  |
| Personnel   |                |            |            |            |            |            |            |                  |
| Operating   |                |            |            |            |            |            |            |                  |
| Debt Service  |                |            |            |            |            |            |            |                  |
| <b>Total</b>  | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       |

## Five-Year Capital Improvement Plan

**Project Title:** Development of Synthetic Ice Rink  
**Department:** Parks & Recreation  
**Budget Code:** 312-7111-471  
**Justification:** New service  
**Start Date (FY):** 2021  
**End Date (FY):** 2022



**Relationship to Strategic Plan:** Strategic Plan Goals 1, 3 & 4 - Provide opportunity to increase community partnerships and offerings within the department while enhancing recreational offerings and community access to activities.

**Project Description:** Create a seasonal synthetic ice rink within Jim Barnett Park through a partnership with various civic, private, non-profit groups and in doing so provide an opportunity which does not exist within the community or within 50 miles of the City. In order to realize this goal it will be necessary to establish partnerships with various organizations within the area and potentially outside the area so as to establish a community resource and activity. This is a very preliminary program in the initial stages of discussion but based on the enthusiasm, request for an ice skating facility is included in the CIP.

**Project Objectives/Status:** Provide ice skating opportunities and provide for organized activities such as hockey, open skating, lessons, etc.

|  | Prior Years | FY 2020    | FY 2021      | FY 2022    | FY 2023    | FY 2024    | Future     | Project Total |
|--|-------------|------------|--------------|------------|------------|------------|------------|---------------|
| <b>Cost Estimate (in thousands \$)</b> |             |            |              |            |            |            |            |               |
| Planning                               |             |            | \$5          |            |            |            |            | \$5           |
| Construction                           |             |            | \$120        |            |            |            |            | \$120         |
| Equipment                              |             |            | \$20         |            |            |            |            | \$20          |
| <b>Total</b>                           | <b>\$0</b>  | <b>\$0</b> | <b>\$145</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$145</b>  |

|  | Prior Years | FY 2020     | FY 2021      | FY 2022    | FY 2023    | FY 2024    | Future     | Project Total |
|--|-------------|-------------|--------------|------------|------------|------------|------------|---------------|
| <b>Funding Sources (in thousands \$)</b> |             |             |              |            |            |            |            |               |
| General Fund                             |             |             | \$45         |            |            |            |            | \$45          |
| Other Revenue                            |             |             | \$100        |            |            |            |            | \$100         |
| <b>Total</b>                             | <b>\$0</b>  | <b>\$50</b> | <b>\$145</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$145</b>  |

|  | Prior Years | FY 2020    | FY 2021    | FY 2022     | FY 2023     | FY 2024     | Future     | Project Total |
|--|-------------|------------|------------|-------------|-------------|-------------|------------|---------------|
| <b>Operating Impacts (in thousands \$)</b> |             |            |            |             |             |             |            |               |
| Revenue (-)                                |             |            |            | (\$10)      | (\$10)      | (\$10)      |            | (\$30)        |
| Personnel                                  |             |            |            | \$30        | \$30        | \$30        |            | \$90          |
| Operating                                  |             |            |            | \$20        | \$20        | \$20        |            | \$60          |
| <b>Total</b>                               | <b>\$0</b>  | <b>\$0</b> | <b>\$0</b> | <b>\$40</b> | <b>\$40</b> | <b>\$40</b> | <b>\$0</b> | <b>\$120</b>  |



## Five-Year Capital Improvement Plan

**Project Title:** Overhead Athletic Field Lighting  
**Department:** Parks & Recreation  
**Budget Code:** 312-7111-471  
**Justification:** Remove hazards  
**Start Date (FY):** 2020  
**End Date (FY):** 2023



**Relationship to Strategic Plan:** Strategic Plan Goals 3 & 4

- Project will maintain infrastructure, promote community safety, promote and increase community safety through elimination of hazardous conditions, maintain recreational facilities, result in overall cost savings and enhance service delivery.

**Project Description:** Establish a replacement plan for all lighting units located at the Athletic Fields and Outdoor Aquatics Facility to mitigate future hazardous conditions, provide a safe environment and increase efficiency of field lighting thus reducing the cost of electrical service, maintenance and increase serviceability.

**Project Objectives/Status:** Determine the overall structural integrity of the Athletic Field Lighting Poles located and Outdoor Aquatics Facility located in Jim Barnett Park.

|  | Prior Years | FY 2020    | FY 2021      | FY 2022      | FY 2023      | FY 2024      | Future     | Project Total  |
|--|-------------|------------|--------------|--------------|--------------|--------------|------------|----------------|
| <b>Cost Estimate (in thousands \$)</b> |             |            |              |              |              |              |            |                |
| Planning                               |             |            |              |              |              |              |            |                |
| Land                                   |             |            |              |              |              |              |            |                |
| Construction                           |             |            | \$150        | \$120        | \$165        | \$75         |            | \$510          |
| Equipment                              |             |            | \$428        | \$218        | \$503        | \$149        |            | \$1,298        |
| <b>Total</b>                           | <b>\$0</b>  | <b>\$0</b> | <b>\$578</b> | <b>\$338</b> | <b>\$668</b> | <b>\$224</b> | <b>\$0</b> | <b>\$1,808</b> |

|  | Prior Years | FY 2020    | FY 2021      | FY 2022      | FY 2023      | FY 2024      | Future     | Project Total  |
|--|-------------|------------|--------------|--------------|--------------|--------------|------------|----------------|
| <b>Funding Sources (in thousands \$)</b> |             |            |              |              |              |              |            |                |
| General Fund                             |             |            | \$578        | \$338        | \$668        | \$224        |            | \$1,808        |
| G.O. Bond                                |             |            |              |              |              |              |            |                |
| State                                    |             |            |              |              |              |              |            |                |
| Federal                                  |             |            |              |              |              |              |            |                |
| <b>Total</b>                             | <b>\$0</b>  | <b>\$0</b> | <b>\$578</b> | <b>\$338</b> | <b>\$668</b> | <b>\$224</b> | <b>\$0</b> | <b>\$1,808</b> |

|   | Prior Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project Total |
|---|-------------|------------|------------|------------|------------|------------|------------|---------------|
| <b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b> |             |            |            |            |            |            |            |               |
| Revenue (-)   |             |            |            |            |            |            |            |               |
| Personnel   |             |            |            |            |            |            |            |               |
| Operating   |             |            |            |            |            |            |            |               |
| Debt Service  |             |            |            |            |            |            |            |               |
| <b>Total</b>  | <b>\$0</b>  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>    |

## Five-Year Capital Improvement Plan

**Project Title:** Establish two Sand Volley Ball Courts  
**Department:** Parks & Recreation  
**Budget Code:** 312-7111-471  
**Justification:** New service  
**Start Date (FY):** 2021  
**End Date (FY):** 2021



**Relationship to Strategic Plan:** Strategic Plan Goals 3 & 4  
 - Provides access to Volley Ball Courts which is not currently available. This will increase available recreational activities, provide for organization of volley ball leagues and promote revenue through rental.

**Project Description:** Create two lighted sand volley ball courts in an area formerly utilized by radio controlled cars that meet U.S. Volley Ball Association standards. This will create an additional activity creating utilization of vacant space, enhancing opportunities for those involved in an ever increasing sport, improve overall offerings of the department and increase sources of revenue.

**Project Objectives/Status:** Increase opportunities for diversification of athletic activities and enhance services and overall community activity.

|  | Prior Years | FY 2020    | FY 2021     | FY 2022    | FY 2023    | FY 2024    | Future     | Project Total |
|--|-------------|------------|-------------|------------|------------|------------|------------|---------------|
| <b>Cost Estimate (in thousands \$)</b> |             |            |             |            |            |            |            |               |
| Planning                               |             |            | \$10        |            |            |            |            | \$10          |
| Land                                   |             |            |             |            |            |            |            |               |
| Construction                           |             |            | \$45        |            |            |            |            | \$45          |
| Equipment                              |             |            | \$10        |            |            |            |            | \$10          |
| <b>Total</b>                           | <b>\$0</b>  | <b>\$0</b> | <b>\$65</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$65</b>   |

|  | Prior Years | FY 2020    | FY 2021     | FY 2022    | FY 2023    | FY 2024    | Future     | Project Total |
|--|-------------|------------|-------------|------------|------------|------------|------------|---------------|
| <b>Funding Sources (in thousands \$)</b> |             |            |             |            |            |            |            |               |
| General Fund                             |             |            | \$65        |            |            |            |            | \$65          |
| G.O. Bond                                |             |            |             |            |            |            |            |               |
| State                                    |             |            |             |            |            |            |            |               |
| Federal                                  |             |            |             |            |            |            |            |               |
| <b>Total</b>                             | <b>\$0</b>  | <b>\$0</b> | <b>\$65</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$65</b>   |

|  | Prior Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project Total |
|--|-------------|------------|------------|------------|------------|------------|------------|---------------|
| <b>Operating Impacts (in thousands \$)</b> Operating impacts unknown at this time. |             |            |            |            |            |            |            |               |
| Revenue (-)  |             |            |            |            |            |            |            |               |
| Personnel  |             |            |            |            |            |            |            |               |
| Operating  |             |            |            |            |            |            |            |               |
| Debt Service   |             |            |            |            |            |            |            |               |
| <b>Total</b>   | <b>\$0</b>  | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>    |



## Five-Year Capital Improvement Plan

**Project Title:** Water Distribution System  
**Department:** Parks & Recreation  
**Budget Code:** 312-7111-471  
**Justification:** Remove hazards  
**Start Date (FY):** 2021  
**End Date (FY):** 2024



**Relationship to Strategic Plan:** Strategic Plan Goals 3 & 4.

**Project Description:** Replacement of aging infrastructure within Jim Barnett Park and create new infrastructure to provide a sufficient and dependable water distribution system for potable use and public safety.

**Project Objectives/Status:** Jim Barnett Park has a hodge podge of waterlines scattered throughout the park. The system does not have proper valving, sizing and is constantly subject to leaks requiring repairs. The objective is to create a serviceable system of water distribution lines in the park providing dependable, serviceable potable water and fire protection. Parks and Recreation have consulted with Public Services to create a six (6) year phasing plan for the installation of a water distribution system to serve potable, public safety and utilitarian services for the area.

|  | Prior<br>Years | FY 2020    | FY 2021      | FY 2022      | FY 2023      | FY 2024      | Future     | Project<br>Total |
|--|----------------|------------|--------------|--------------|--------------|--------------|------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |            |              |              |              |              |            |                  |
| Planning                               |                |            |              |              |              |              |            |                  |
| Land                                   |                |            |              |              |              |              |            |                  |
| Construction                           |                |            | \$250        | \$250        | \$250        | \$250        |            | \$1,000          |
| Equipment                              |                |            |              |              |              |              |            |                  |
| <b>Total</b>                           | <b>\$0</b>     | <b>\$0</b> | <b>\$250</b> | <b>\$250</b> | <b>\$250</b> | <b>\$250</b> | <b>\$0</b> | <b>\$1,000</b>   |

|  | Prior<br>Years | FY 2020    | FY 2021      | FY 2022      | FY 2023      | FY 2024      | Future     | Project<br>Total |
|--|----------------|------------|--------------|--------------|--------------|--------------|------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |            |              |              |              |              |            |                  |
| General Fund                             |                |            | \$125        | \$125        | \$125        | \$125        |            | \$500            |
| Utilities Fund                           |                |            | \$125        | \$125        | \$125        | \$125        |            | \$500            |
| State                                    |                |            |              |              |              |              |            |                  |
| Federal                                  |                |            |              |              |              |              |            |                  |
| <b>Total</b>                             | <b>\$0</b>     | <b>\$0</b> | <b>\$250</b> | <b>\$250</b> | <b>\$250</b> | <b>\$250</b> | <b>\$0</b> | <b>\$1,000</b>   |

|   | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|---|----------------|------------|------------|------------|------------|------------|------------|------------------|
| <b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b> |                |            |            |            |            |            |            |                  |
| Revenue (-)   |                |            |            |            |            |            |            |                  |
| Personnel   |                |            |            |            |            |            |            |                  |
| Operating   |                |            |            |            |            |            |            |                  |
| Debt Service  |                |            |            |            |            |            |            |                  |
| <b>Total</b>  | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       |

## Five-Year Capital Improvement Plan

**Project Title:** Roadway Resurfacing  
**Department:** Parks & Recreation  
**Budget Code:** 312-7111-471  
**Justification:** Remove hazards  
**Start Date (FY):** 2022  
**End Date (FY):** 2024



**Relationship to Strategic Plan:** Strategic Plan Goals 3 & 4

**Project Description:** Resurface Oak Drive from the intersections of Oak, Bridgeforth and War Memorial.

**Project Objectives/Status:** Maintain the road system through the pavilion area of Jim Barnett Park in a manner to facilitate proper drainage, removal and resurfacing of pot holes and to consider the installation of speed bumps to promote safe vehicle operation.

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022     | FY 2023     | FY 2024     | Future     | Project<br>Total |
|--|----------------|------------|------------|-------------|-------------|-------------|------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |            |            |             |             |             |            |                  |
| Planning                               |                |            |            |             |             |             |            |                  |
| Land                                   |                |            |            |             |             |             |            |                  |
| Construction                           |                |            |            | \$70        | \$70        | \$70        |            | \$210            |
| Equipment                              |                |            |            |             |             |             |            |                  |
| <b>Total</b>                           | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$70</b> | <b>\$70</b> | <b>\$70</b> | <b>\$0</b> | <b>\$210</b>     |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022     | FY 2023     | FY 2024     | Future     | Project<br>Total |
|--|----------------|------------|------------|-------------|-------------|-------------|------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |            |            |             |             |             |            |                  |
| General Fund                             |                |            |            | \$70        | \$70        | \$70        |            | \$210            |
| Utilities Fund                           |                |            |            |             |             |             |            |                  |
| State                                    |                |            |            |             |             |             |            |                  |
| Federal                                  |                |            |            |             |             |             |            |                  |
| <b>Total</b>                             | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$70</b> | <b>\$70</b> | <b>\$70</b> | <b>\$0</b> | <b>\$210</b>     |

|   | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|---|----------------|------------|------------|------------|------------|------------|------------|------------------|
| <b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b> |                |            |            |            |            |            |            |                  |
| Revenue (-)   |                |            |            |            |            |            |            |                  |
| Personnel   |                |            |            |            |            |            |            |                  |
| Operating   |                |            |            |            |            |            |            |                  |
| Debt Service  |                |            |            |            |            |            |            |                  |
| <b>Total</b>  | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       |

## Five-Year Capital Improvement Plan

**Project Title:** Natatorium  
**Department:** Parks & Recreation  
**Budget Code:** 312-7111-471  
**Justification:** New service  
**Start Date (FY):** 2022  
**End Date (FY):** 2023



**Relationship to Strategic Plan:** Strategic Plan Goals 3 & 4 - This will increase available recreational activities for aquatic programs and recreational use for the community.

**Project Description:** Natatorium will be an addition to the existing outdoor pool and indoor pools in Jim Barnett Park. The existing indoor pool will function as a heated therapy pool.

**Project Objectives/Status:** Increase opportunities for aquatic programs and offer year round programs, enhance services and overall community activity; create greater partnerships of the City with the community; increase overall activity within Jim Barnett Park; and increase opportunities for revenue.

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022         | FY 2023         | FY 2024    | Future     | Project<br>Total |
|--|----------------|------------|------------|-----------------|-----------------|------------|------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |            |            |                 |                 |            |            |                  |
| Planning                               |                |            |            |                 |                 |            |            |                  |
| Land                                   |                |            |            |                 |                 |            |            |                  |
| Construction                           |                |            |            | \$12,500        | \$12,500        |            |            | \$25,000         |
| Equipment                              |                |            |            |                 |                 |            |            |                  |
| <b>Total</b>                           | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$12,500</b> | <b>\$12,500</b> | <b>\$0</b> | <b>\$0</b> | <b>\$25,000</b>  |

|  | Prior<br>Years | FY 2020    | FY 2021      | FY 2022         | FY 2023         | FY 2024    | Future     | Project<br>Total |
|--|----------------|------------|--------------|-----------------|-----------------|------------|------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |            |              |                 |                 |            |            |                  |
| General Fund                             |                |            |              |                 |                 |            |            |                  |
| GO Bonds                                 |                |            |              | \$12,500        | \$12,500        |            |            | \$25,000         |
| State                                    |                |            |              |                 |                 |            |            |                  |
| Federal                                  |                |            |              |                 |                 |            |            |                  |
| <b>Total</b>                             | <b>\$0</b>     | <b>\$0</b> | <b>\$250</b> | <b>\$12,500</b> | <b>\$12,500</b> | <b>\$0</b> | <b>\$0</b> | <b>\$25,000</b>  |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024        | Future          | Project<br>Total |
|--|----------------|------------|------------|------------|------------|----------------|-----------------|------------------|
| <b>Operating Impacts (in thousands \$)</b> |                |            |            |            |            |                |                 |                  |
| Revenue (-)                                |                |            |            |            |            | (\$200)        | TBD             | (\$200)          |
| Personnel                                  |                |            |            |            |            | \$150          | TDB             | \$150            |
| Operating                                  |                |            |            |            |            | \$200          | TDB             | \$200            |
| Debt Service                               |                |            |            |            |            | \$875          | \$35,525        | \$36,400         |
| <b>Total</b>                               | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,025</b> | <b>\$35,525</b> | <b>\$36,550</b>  |

**Project Title:** Equipment Maintenance Garage Improvements

## Five-Year Capital Improvement Plan

|                         |                           |
|-------------------------|---------------------------|
| <b>Department:</b>      | Parks & Recreation        |
| <b>Budget Code:</b>     | 312-1252-415              |
| <b>Justification:</b>   | Maintain existing service |
| <b>Start Date (FY):</b> | 2018                      |
| <b>End Date (FY):</b>   | 2021                      |

**Relationship to Strategic Plan:** Strategic Plan Goal 3: Enhance the quality of life for all Winchester residents.

**Project Description:** This project will completely renovate the equipment maintenance garage at City Yards.

**Project Objectives/Status:** The garage is over 30 years old and really showing its age. This project will completely renovate the garage, replace equipment such as vehicle lifts, and add new equipment and systems to modernize the operation and make it more efficient.

|  | Prior<br>Years | FY 2020    | FY 2021        | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|------------|----------------|------------|------------|------------|------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |            |                |            |            |            |            |                  |
| Planning                               | \$50           |            |                |            |            |            |            | \$50             |
| Land                                   |                |            |                |            |            |            |            |                  |
| Construction                           |                |            | \$2,000        |            |            |            |            | \$2,000          |
| Equipment                              |                |            |                |            |            |            |            |                  |
| <b>Total</b>                           | <b>\$50</b>    | <b>\$0</b> | <b>\$2,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,050</b>   |

|  | Prior<br>Years | FY 2020    | FY 2021        | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|------------|----------------|------------|------------|------------|------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |            |                |            |            |            |            |                  |
| General Fund                             | \$5            |            | \$200          |            |            |            |            | \$205            |
| Utilities Fund                           |                |            |                |            |            |            |            |                  |
| State                                    | \$5            |            | \$200          |            |            |            |            | \$205            |
| Federal                                  | \$40           |            | \$1,600        |            |            |            |            | \$1,640          |
| <b>Total</b>                             | <b>\$50</b>    | <b>\$0</b> | <b>\$2,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$2,050</b>   |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|------------|------------------|
| <b>Operating Impacts (in thousands \$) Minimal operating impacts anticipated at this time.</b> |                |            |            |            |            |            |            |                  |
| Revenue (-)  |                |            |            |            |            |            |            |                  |
| Personnel  |                |            |            |            |            |            |            |                  |
| Operating  |                |            |            |            |            |            |            |                  |
| Debt Service   |                |            |            |            |            |            |            |                  |
| <b>Total</b>   | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       |

## Five-Year Capital Improvement Plan

**Project Title:** Douglass Community Learning Center  
**Department:** Winchester Public Schools  
**Budget Code:** \_\_\_\_\_  
**Justification:** New service  
**Start Date (FY):** 2018  
**End Date (FY):** 2021



**Relationship to Strategic Plan:** Goal 3: Enhance the quality of life for all Winchester residents.

**Project Description:** Complete renovation of the Douglass Community Learning Center to convert it to central office.

**Project Objectives/Status:** Building is functionally obsolete and building-systems are beyond useful life. Investment required to maintain building in safe and habitable condition.

|  | Prior<br>Years | FY 2020        | FY 2021        | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|----------------|----------------|------------|------------|------------|------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |                |                |            |            |            |            |                  |
| Planning                               | \$450          |                |                |            |            |            |            | \$450            |
| Land                                   |                |                |                |            |            |            |            |                  |
| Construction                           |                | \$5,250        | \$2,800        |            |            |            |            | \$8,050          |
| Equipment                              |                |                |                |            |            |            |            |                  |
| <b>Total</b>                           | <b>\$450</b>   | <b>\$5,250</b> | <b>\$2,800</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$8,500</b>   |

|  | Prior<br>Years | FY 2020        | FY 2021        | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|----------------|----------------|------------|------------|------------|------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |                |                |            |            |            |            |                  |
| General Fund                             | \$250          |                |                |            |            |            |            | \$250            |
| GO Bonds                                 | \$200          | \$5,250        | \$2,800        |            |            |            |            | \$8,250          |
| State                                    |                |                |                |            |            |            |            |                  |
| Federal                                  |                |                |                |            |            |            |            |                  |
| <b>Total</b>                             | <b>\$450</b>   | <b>\$5,250</b> | <b>\$2,800</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$8,500</b>   |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|------------|------------------|
| <b>Operating Impacts (in thousands \$) To be determined.</b> |                |            |            |            |            |            |            |                  |
| Revenue (-)  |                |            |            |            |            |            |            |                  |
| Personnel  |                |            |            |            |            |            |            |                  |
| Operating  |                |            |            |            |            |            |            |                  |
| Debt Service   |                |            |            |            |            |            |            |                  |
| <b>Total</b>   | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       |

## Five-Year Capital Improvement Plan

**Project Title:** Shihadeh Innovation Center  
**Department:** Winchester Public Schools  
**Budget Code:**  
**Justification:** New service  
**Start Date (FY):** 2019  
**End Date (FY):** 2021



**Relationship to Strategic Plan:** Goal 3: Enhance the quality of life for all Winchester residents.

**Project Description:** Renovation of the old John Kerr Elementary School to the Shihadeh Innovation Center.

**Project Objectives/Status:** Convert the former elementary school into an Innovation Center which will serve John Handley High School and the community.

|  | Prior<br>Years | FY 2020        | FY 2021        | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|----------------|----------------|------------|------------|------------|------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |                |                |            |            |            |            |                  |
| Planning                               | \$900          |                |                |            |            |            |            | \$900            |
| Land                                   |                |                |                |            |            |            |            |                  |
| Construction                           |                | \$5,250        | \$7,700        |            |            |            |            | \$12,950         |
| Equipment                              |                |                |                |            |            |            |            |                  |
| <b>Total</b>                           | <b>\$900</b>   | <b>\$5,250</b> | <b>\$7,700</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$13,850</b>  |

|  | Prior<br>Years | FY 2020        | FY 2021        | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|----------------|----------------|------------|------------|------------|------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |                |                |            |            |            |            |                  |
| General Fund                             | \$250          |                |                |            |            |            |            | \$250            |
| GO Bonds                                 |                | \$5,250        | \$7,700        |            |            |            |            | \$12,950         |
| State                                    |                |                |                |            |            |            |            |                  |
| Federal                                  |                |                |                |            |            |            |            |                  |
| Other Revenue                            | \$650          |                |                |            |            |            |            | \$650            |
| <b>Total</b>                             | <b>\$900</b>   | <b>\$5,250</b> | <b>\$7,700</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$13,850</b>  |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|------------|------------------|
| <b>Operating Impacts (in thousands \$) To be determined.</b> |                |            |            |            |            |            |            |                  |
| Revenue (-)  |                |            |            |            |            |            |            |                  |
| Personnel  |                |            |            |            |            |            |            |                  |
| Operating  |                |            |            |            |            |            |            |                  |
| Debt Service   |                |            |            |            |            |            |            |                  |
| <b>Total</b>   | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       |

## Five-Year Capital Improvement Plan

**Project Title:** School Bus Replacement  
**Department:** Winchester Public Schools  
**Budget Code:**  
**Justification:** Improves existing service  
**Start Date (FY):** 2018  
**End Date (FY):** Ongoing



**Relationship to Strategic Plan:** Goal 3: Enhance the quality of life for all Winchester residents.

**Project Description:** This project allows for continuing bus replacement cycle.

### Project Objectives/Status:

|  | Prior<br>Years | FY 2020      | FY 2021      | FY 2022      | FY 2023      | FY 2024      | Future         | Project<br>Total |
|--|----------------|--------------|--------------|--------------|--------------|--------------|----------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |              |              |              |              |              |                |                  |
| Planning                               |                |              |              |              |              |              |                |                  |
| Land                                   |                |              |              |              |              |              |                |                  |
| Construction                           |                |              |              |              |              |              |                |                  |
| Equipment                              | \$200          | \$300        | \$400        | \$400        | \$400        | \$400        | \$1,600        | \$3,700          |
| <b>Total</b>                           | <b>\$200</b>   | <b>\$300</b> | <b>\$400</b> | <b>\$400</b> | <b>\$400</b> | <b>\$400</b> | <b>\$1,600</b> | <b>\$3,700</b>   |

|  | Prior<br>Years | FY 2020      | FY 2021      | FY 2022      | FY 2023      | FY 2024      | Future         | Project<br>Total |
|--|----------------|--------------|--------------|--------------|--------------|--------------|----------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |              |              |              |              |              |                |                  |
| General Fund                             |                |              |              |              |              |              |                |                  |
| GO Bonds                                 |                |              |              |              |              |              |                |                  |
| School Fund                              | \$200          | \$300        | \$400        | \$400        | \$400        | \$400        | \$1,600        | \$3,700          |
| State                                    |                |              |              |              |              |              |                |                  |
| Federal                                  |                |              |              |              |              |              |                |                  |
| Other Revenue                            |                |              |              |              |              |              |                |                  |
| <b>Total</b>                             | <b>\$200</b>   | <b>\$300</b> | <b>\$400</b> | <b>\$400</b> | <b>\$400</b> | <b>\$400</b> | <b>\$1,600</b> | <b>\$3,700</b>   |

|   | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|---|----------------|------------|------------|------------|------------|------------|------------|------------------|
| <b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b> |                |            |            |            |            |            |            |                  |
| Revenue (-)   |                |            |            |            |            |            |            |                  |
| Personnel   |                |            |            |            |            |            |            |                  |
| Operating   |                |            |            |            |            |            |            |                  |
| Debt Service  |                |            |            |            |            |            |            |                  |
| <b>Total</b>  | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       |

## Five-Year Capital Improvement Plan

**Project Title:** VACDES Roof Replacement  
**Department:** Winchester Public Schools  
**Budget Code:**  
**Justification:** Maintains existing service  
**Start Date (FY):** Future  
**End Date (FY):** Future



**Relationship to Strategic Plan:** Goal 3: Enhance the quality of life for all Winchester residents.

**Project Description:** Replacement of shingle roof of Virginia Avenue Charlotte DeHart Elementary school.

**Project Objectives/Status:** VACDES constructed in the mid-1990s has a section of shingled, pitched roofs which will reach their useful life in this time period.

|  | Prior<br>Years | FY 2020    | FY 2021      | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|------------|--------------|------------|------------|------------|------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |            |              |            |            |            |            |                  |
| Planning                               |                |            |              |            |            |            |            |                  |
| Land                                   |                |            |              |            |            |            |            |                  |
| Construction                           | \$150          |            | \$125        |            |            |            |            | \$275            |
| Equipment                              |                |            |              |            |            |            |            |                  |
| <b>Total</b>                           | <b>\$150</b>   | <b>\$0</b> | <b>\$125</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$275</b>     |

|  | Prior<br>Years | FY 2020    | FY 2021      | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|------------|--------------|------------|------------|------------|------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |            |              |            |            |            |            |                  |
| General Fund                             |                |            |              |            |            |            |            |                  |
| GO Bonds                                 |                |            |              |            |            |            |            |                  |
| School Fund                              | \$150          |            | \$125        |            |            |            |            | \$275            |
| State                                    |                |            |              |            |            |            |            |                  |
| Federal                                  |                |            |              |            |            |            |            |                  |
| Other Revenue                            |                |            |              |            |            |            |            |                  |
| <b>Total</b>                             | <b>\$150</b>   | <b>\$0</b> | <b>\$125</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$275</b>     |

|   | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|---|----------------|------------|------------|------------|------------|------------|------------|------------------|
| <b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b> |                |            |            |            |            |            |            |                  |
| Revenue (-)   |                |            |            |            |            |            |            |                  |
| Personnel   |                |            |            |            |            |            |            |                  |
| Operating   |                |            |            |            |            |            |            |                  |
| Debt Service  |                |            |            |            |            |            |            |                  |
| <b>Total</b>  | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       |



## Five-Year Capital Improvement Plan

**Project Title:** DMMS Partial Roof Replacement  
**Department:** Winchester Public Schools  
**Budget Code:**  
**Justification:** Improves existing service  
**Start Date (FY):** Future  
**End Date (FY):** Future



**Relationship to Strategic Plan:** Goal 3: Enhance the quality of life for all Winchester residents.

**Project Description:** Replace approximately 28,000 square feet of existing roof over cafetorium addition.

**Project Objectives/Status:** The roof section constructed in the 1990's (DMMS Cafetorium) was not replaced in the 2005 renovation. It was reviewed in early 2017 by roofing contractors, minor repairs were made, and staff believes it will not need replacement until 2023.

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future       | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|--------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |            |            |            |            |            |              |                  |
| Planning                               |                |            |            |            |            |            |              |                  |
| Land                                   |                |            |            |            |            |            |              |                  |
| Construction                           |                |            |            |            |            |            | \$250        | \$250            |
| Equipment                              |                |            |            |            |            |            |              |                  |
| <b>Total</b>                           | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$250</b> | <b>\$250</b>     |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future       | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|--------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |            |            |            |            |            |              |                  |
| General Fund                             |                |            |            |            |            |            |              |                  |
| GO Bonds                                 |                |            |            |            |            |            |              |                  |
| School Fund                              |                |            |            |            |            |            | \$250        | \$250            |
| State                                    |                |            |            |            |            |            |              |                  |
| Federal                                  |                |            |            |            |            |            |              |                  |
| Other Revenue                            |                |            |            |            |            |            |              |                  |
| <b>Total</b>                             | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$250</b> | <b>\$250</b>     |

|   | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|---|----------------|------------|------------|------------|------------|------------|------------|------------------|
| <b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b> |                |            |            |            |            |            |            |                  |
| Revenue (-)   |                |            |            |            |            |            |            |                  |
| Personnel   |                |            |            |            |            |            |            |                  |
| Operating   |                |            |            |            |            |            |            |                  |
| Debt Service  |                |            |            |            |            |            |            |                  |
| <b>Total</b>  | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       |

## Five-Year Capital Improvement Plan

**Project Title:** JHHS Athletic Facilities Improvements  
**Department:** Winchester Public Schools  
**Budget Code:**  
**Justification:** Improves existing service  
**Start Date (FY):** Future  
**End Date (FY):** Future



**Relationship to Strategic Plan:** Goal 3: Enhance the quality of life for all Winchester residents.

**Project Description:** Rebuild track (5 years), replace tennis courts (5 years), and replacement of synthetic turf at John Handley High School (10 years).

**Project Objectives/Status:** Document is for planning to replace athletic resources at JJHS due to age and use limitations.

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future         | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|----------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |            |            |            |            |            |                |                  |
| Planning                               |                |            |            |            |            |            |                |                  |
| Land                                   |                |            |            |            |            |            |                |                  |
| Construction                           |                |            |            |            |            |            | \$1,350        | \$1,350          |
| Equipment                              |                |            |            |            |            |            |                |                  |
| <b>Total</b>                           | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,350</b> | <b>\$1,350</b>   |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future         | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|----------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |            |            |            |            |            |                |                  |
| General Fund                             |                |            |            |            |            |            |                |                  |
| GO Bonds                                 |                |            |            |            |            |            |                |                  |
| School Fund                              |                |            |            |            |            |            | \$1,350        | \$1,350          |
| State                                    |                |            |            |            |            |            |                |                  |
| Federal                                  |                |            |            |            |            |            |                |                  |
| Other Revenue                            |                |            |            |            |            |            |                |                  |
| <b>Total</b>                             | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,350</b> | <b>\$1,350</b>   |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|------------|------------------|
| <b>Operating Impacts (in thousands \$) To be determined.</b> |                |            |            |            |            |            |            |                  |
| Revenue (-)  |                |            |            |            |            |            |            |                  |
| Personnel  |                |            |            |            |            |            |            |                  |
| Operating  |                |            |            |            |            |            |            |                  |
| Debt Service   |                |            |            |            |            |            |            |                  |
| <b>Total</b>   | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>       |

## Five-Year Capital Improvement Plan

**Project Title:** FDES/VACDES/GQES MEP Renovations  
**Department:** Winchester Public Schools  
**Budget Code:**  
**Justification:** Improves existing service  
**Start Date (FY):** 2023  
**End Date (FY):** Future



**Relationship to Strategic Plan:** Goal 3: Enhance the quality of life for all Winchester residents.

**Project Description:** Replacement of mechanical, electrical and plumbing systems.

**Project Objectives/Status:** The MEP systems at Frederick Douglass Elementary will be 30 years old in 2020. Virginia Avenue MEP systems will be 30 years old in 2025, and Garland Quarles MEP will be 30 years old in 2027. There are varying levels of renovation needed, and not every system will need renovation.

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024        | Future          | Project<br>Total |
|--|----------------|------------|------------|------------|------------|----------------|-----------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |            |            |            |            |                |                 |                  |
| Planning                               |                |            |            |            |            |                |                 |                  |
| Land                                   |                |            |            |            |            |                |                 |                  |
| Construction                           |                |            |            |            |            | \$5,000        | \$10,000        | \$15,000         |
| Equipment                              |                |            |            |            |            |                |                 |                  |
| <b>Total</b>                           | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$5,000</b> | <b>\$10,000</b> | <b>\$15,000</b>  |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024        | Future          | Project<br>Total |
|--|----------------|------------|------------|------------|------------|----------------|-----------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |            |            |            |            |                |                 |                  |
| General Fund                             |                |            |            |            |            |                |                 |                  |
| GO Bonds                                 |                |            |            |            |            | \$5,000        | \$10,000        | \$15,000         |
| School Fund                              |                |            |            |            |            |                |                 |                  |
| State                                    |                |            |            |            |            |                |                 |                  |
| Federal                                  |                |            |            |            |            |                |                 |                  |
| Other Revenue                            |                |            |            |            |            |                |                 |                  |
| <b>Total</b>                             | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$5,000</b> | <b>\$10,000</b> | <b>\$15,000</b>  |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future          | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|-----------------|------------------|
| <b>Operating Impacts (in thousands \$)</b> |                |            |            |            |            |            |                 |                  |
| Revenue (-)                                |                |            |            |            |            |            |                 |                  |
| Personnel                                  |                |            |            |            |            |            |                 |                  |
| Operating                                  |                |            |            |            |            |            |                 |                  |
| Debt Service                               |                |            |            |            |            |            | \$22,100        | \$22,100         |
| <b>Total</b>                               | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$22,100</b> | <b>\$22,100</b>  |

## Five-Year Capital Improvement Plan

**Project Title:** Replace Automated Systems in Parking Garages  
**Department:** Winchester Parking Authority  
**Budget Code:** 292-4701-446-82-01  
**Justification:** Improves existing service  
**Start Date (FY):** 2020  
**End Date (FY):** 2020

**Relationship to Strategic Plan:** Goal 3: Enhance the quality of life for all Winchester residents.

**Project Description:** This project would consist of replacing the existing automated entry/exit and payment systems in the four parking garages.

**Project Objectives/Status:** The existing automated parking systems are old, outdated, and in constant need of repair.

|  | Prior<br>Years | FY 2020      | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|--------------|------------|------------|------------|------------|------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |              |            |            |            |            |            |                  |
| Planning                               |                |              |            |            |            |            |            |                  |
| Land                                   |                |              |            |            |            |            |            |                  |
| Construction                           |                | \$600        |            |            |            |            |            | \$600            |
| Equipment                              |                |              |            |            |            |            |            |                  |
| <b>Total</b>                           | <b>\$0</b>     | <b>\$600</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$600</b>     |

|  | Prior<br>Years | FY 2020      | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|--------------|------------|------------|------------|------------|------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |              |            |            |            |            |            |                  |
| General Fund                             |                |              |            |            |            |            |            |                  |
| GO Bonds                                 |                |              |            |            |            |            |            |                  |
| School Fund                              |                |              |            |            |            |            |            |                  |
| State                                    |                |              |            |            |            |            |            |                  |
| Federal                                  |                |              |            |            |            |            |            |                  |
| Other Revenue                            |                | \$600        |            |            |            |            |            | \$600            |
| <b>Total</b>                             | <b>\$0</b>     | <b>\$600</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$600</b>     |

|  | Prior<br>Years | FY 2020    | FY 2021      | FY 2022      | FY 2023      | FY 2024      | Future       | Project<br>Total |
|--|----------------|------------|--------------|--------------|--------------|--------------|--------------|------------------|
| <b>Operating Impacts (in thousands \$)</b> |                |            |              |              |              |              |              |                  |
| Revenue (-)                                |                |            |              |              |              |              |              |                  |
| Personnel                                  |                |            |              |              |              |              |              |                  |
| Operating                                  |                |            |              |              |              |              |              |                  |
| Debt Service                               |                |            | \$100        | \$100        | \$100        | \$100        | \$500        | \$900            |
| <b>Total</b>                               | <b>\$0</b>     | <b>\$0</b> | <b>\$100</b> | <b>\$100</b> | <b>\$100</b> | <b>\$100</b> | <b>\$500</b> | <b>\$900</b>     |

## Five-Year Capital Improvement Plan

**Project Title:** Water and Sewer Main Replacement  
**Department:** Public Services  
**Budget Code:** 535-4802-448-86-28  
**Justification:** Maintains existing service  
**Start Date (FY):** 2019  
**End Date (FY):** Ongoing

**Relationship to Strategic Plan:** Goal 3: Enhance the quality of life for all Winchester residents.

**Project Description:** Projects will consist of replacing existing water mains and replacing or lining existing sewer mains that are old and in poor condition.

**Project Objectives/Status:** The City operates a very old water distribution and sanitary collection system. Some of the existing water pipes are over 180 years old which gives Winchester the distinction of operating the third oldest distribution system in the U.S.

|  | Prior<br>Years | FY 2020         | FY 2021        | FY 2022        | FY 2023        | FY 2024        | Future           | Project<br>Total |
|--|----------------|-----------------|----------------|----------------|----------------|----------------|------------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |                 |                |                |                |                |                  |                  |
| Planning                               |                |                 |                |                |                |                |                  |                  |
| Land                                   |                |                 |                |                |                |                |                  |                  |
| Construction                           | \$4,000        | \$10,000        | \$5,000        | \$3,000        | \$3,000        | \$4,000        | \$150,000        | \$179,000        |
| Equipment                              |                |                 |                |                |                |                |                  |                  |
| <b>Total</b>                           | <b>\$4,000</b> | <b>\$10,000</b> | <b>\$5,000</b> | <b>\$3,000</b> | <b>\$3,000</b> | <b>\$4,000</b> | <b>\$150,000</b> | <b>\$179,000</b> |

|  | Prior<br>Years | FY 2020         | FY 2021        | FY 2022        | FY 2023        | FY 2024        | Future           | Project<br>Total |
|--|----------------|-----------------|----------------|----------------|----------------|----------------|------------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |                 |                |                |                |                |                  |                  |
| General Fund                             |                |                 |                |                |                |                |                  |                  |
| GO Bonds                                 |                |                 |                |                |                |                |                  |                  |
| Utilities Fund                           |                |                 |                |                |                | \$4,000        | \$150,000        | \$154,000        |
| Revenue Bonds                            | \$4,000        | \$10,000        | \$5,000        | \$3,000        | \$3,000        |                |                  | \$25,000         |
| <b>Total</b>                             | <b>\$4,000</b> | <b>\$10,000</b> | <b>\$5,000</b> | <b>\$3,000</b> | <b>\$3,000</b> | <b>\$4,000</b> | <b>\$150,000</b> | <b>\$179,000</b> |

|  | Prior<br>Years | FY 2020    | FY 2021      | FY 2022      | FY 2023      | FY 2024        | Future          | Project<br>Total |
|--|----------------|------------|--------------|--------------|--------------|----------------|-----------------|------------------|
| <b>Operating Impacts (in thousands \$)</b> |                |            |              |              |              |                |                 |                  |
| Revenue (-)                                |                |            |              |              |              |                |                 |                  |
| Personnel                                  |                |            |              |              |              |                |                 |                  |
| Operating                                  |                |            |              |              |              |                |                 |                  |
| Debt Service                               |                |            | \$750        | \$750        | \$750        | \$1,200        | \$32,950        | \$36,400         |
| <b>Total</b>                               | <b>\$0</b>     | <b>\$0</b> | <b>\$750</b> | <b>\$750</b> | <b>\$750</b> | <b>\$1,200</b> | <b>\$32,950</b> | <b>\$36,400</b>  |

## Five-Year Capital Improvement Plan

|                         |                                    |
|-------------------------|------------------------------------|
| <b>Project Title:</b>   | Water Meters/Sidewalk Replacements |
| <b>Department:</b>      | Public Services                    |
| <b>Budget Code:</b>     | 535-4803-448-86-04                 |
| <b>Justification:</b>   | Improves existing service          |
| <b>Start Date (FY):</b> | 2019                               |
| <b>End Date (FY):</b>   | 2022                               |

**Relationship to Strategic Plan:** Goal 3: Enhance the quality of life for all Winchester residents.

**Project Description:** Project will consist of replacing all of the existing small (3/4" and 1") water meters in the system. In locations where the water meter is in the sidewalk and the sidewalk is in poor condition, the sidewalk will be replaced. The new meters will utilize radio signals for reading the meter.

**Project Objectives/Status:** The majority of the small water meters are over 20 years old and need to be replaced. New meters are necessary to ensure the accuracy of the readings used to bill all water customers. In addition, being able to utilize radio signals to read the meters will significantly improve the efficiency of operations.

|  | Prior<br>Years | FY 2020        | FY 2021        | FY 2022        | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|----------------|----------------|----------------|------------|------------|------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |                |                |                |            |            |            |                  |
| Planning                               |                |                |                |                |            |            |            |                  |
| Land                                   |                |                |                |                |            |            |            |                  |
| Construction                           | \$6,000        | \$7,000        | \$7,000        | \$4,000        |            |            |            | \$24,000         |
| Equipment                              |                |                |                |                |            |            |            |                  |
| <b>Total</b>                           | <b>\$6,000</b> | <b>\$7,000</b> | <b>\$7,000</b> | <b>\$4,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$24,000</b>  |

|  | Prior<br>Years | FY 2020        | FY 2021        | FY 2022        | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|----------------|----------------|----------------|------------|------------|------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |                |                |                |            |            |            |                  |
| General Fund                             |                |                |                |                |            |            |            |                  |
| GO Bonds                                 |                |                |                |                |            |            |            |                  |
| Utilities Fund                           |                |                |                |                |            |            |            |                  |
| Revenue Bonds                            | \$6,000        | \$7,000        | \$7,000        | \$4,000        |            |            |            | \$24,000         |
| <b>Total</b>                             | <b>\$6,000</b> | <b>\$7,000</b> | <b>\$7,000</b> | <b>\$4,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$24,000</b>  |

|  | Prior<br>Years | FY 2020    | FY 2021      | FY 2022      | FY 2023        | FY 2024        | Future          | Project<br>Total |
|--|----------------|------------|--------------|--------------|----------------|----------------|-----------------|------------------|
| <b>Operating Impacts (in thousands \$)</b> |                |            |              |              |                |                |                 |                  |
| Revenue (-)                                |                |            |              |              |                |                |                 |                  |
| Personnel                                  |                |            |              |              |                |                |                 |                  |
| Operating                                  |                |            |              |              |                |                |                 |                  |
| Debt Service                               |                |            | \$675        | \$675        | \$1,200        | \$1,200        | \$30,950        | \$34,700         |
| <b>Total</b>                               | <b>\$0</b>     | <b>\$0</b> | <b>\$675</b> | <b>\$675</b> | <b>\$1,200</b> | <b>\$1,200</b> | <b>\$30,950</b> | <b>\$34,700</b>  |

## Five-Year Capital Improvement Plan

**Project Title:** New Maintenance Facility  
**Department:** Public Services  
**Budget Code:** 535-4801-448-83-38  
**Justification:** Increased efficiency  
**Start Date (FY):** 2018  
**End Date (FY):** 2021

**Relationship to Strategic Plan:** Goal 3: Enhance the quality of life for all Winchester residents.

**Project Description:** Project will consist of constructing a new maintenance facility at City Yards.

**Project Objectives/Status:** 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 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 much longer and stay in better condition because it could be stored inside, as opposed to outdoors in the current operation.

|  | Prior<br>Years | FY 2020        | FY 2021        | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|----------------|----------------|------------|------------|------------|------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |                |                |            |            |            |            |                  |
| Planning                               | \$150          | \$100          |                |            |            |            |            | \$250            |
| Land                                   | \$150          |                |                |            |            |            |            | \$150            |
| Construction                           |                | \$5,000        | \$3,600        |            |            |            |            | \$8,600          |
| Equipment                              |                |                |                |            |            |            |            |                  |
| <b>Total</b>                           | <b>\$300</b>   | <b>\$5,100</b> | <b>\$3,600</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$9,000</b>   |

|  | Prior<br>Years | FY 2020        | FY 2021        | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|----------------|----------------|------------|------------|------------|------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |                |                |            |            |            |            |                  |
| General Fund                             |                |                |                |            |            |            |            |                  |
| GO Bonds                                 |                |                |                |            |            |            |            |                  |
| Utilities Fund                           |                |                |                |            |            |            |            |                  |
| Revenue Bonds                            | \$300          | \$5,100        | \$3,600        |            |            |            |            | \$9,000          |
| <b>Total</b>                             | <b>\$300</b>   | <b>\$5,100</b> | <b>\$3,600</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$9,000</b>   |

|  | Prior<br>Years | FY 2020    | FY 2021      | FY 2022      | FY 2023      | FY 2024      | Future          | Project<br>Total |
|--|----------------|------------|--------------|--------------|--------------|--------------|-----------------|------------------|
| <b>Operating Impacts (in thousands \$)</b> |                |            |              |              |              |              |                 |                  |
| Revenue (-)                                |                |            |              |              |              |              |                 |                  |
| Personnel                                  |                |            |              |              |              |              |                 |                  |
| Operating                                  |                |            |              | TBD          | TBD          | TBD          | TBD             |                  |
| Debt Service                               |                |            | \$675        | \$675        | \$675        | \$675        | \$10,475        | \$13,175         |
| <b>Total</b>                               | <b>\$0</b>     | <b>\$0</b> | <b>\$675</b> | <b>\$675</b> | <b>\$675</b> | <b>\$675</b> | <b>\$10,475</b> | <b>\$13,175</b>  |

## Five-Year Capital Improvement Plan

|                         |                                |
|-------------------------|--------------------------------|
| <b>Project Title:</b>   | Water Storage Tank Replacement |
| <b>Department:</b>      | Public Services                |
| <b>Budget Code:</b>     | 535-4803-448-86-07             |
| <b>Justification:</b>   | Increased efficiency           |
| <b>Start Date (FY):</b> | 2018                           |
| <b>End Date (FY):</b>   | 2020                           |

**Relationship to Strategic Plan:** Goal 3: Enhance the quality of life for all Winchester residents.

**Project Description:** This project consists of replacing the existing 3 million gallon water storage tank on Strothers Lane (behind National Fruit) that is over 50 years old with a new 3 million gallon tank at a higher elevation.

**Project Objectives/Status:** In addition to the existing tank being old and needing to be replaced, it was not constructed at the proper elevation which results in low pressure issues on the north end of the City. This new tank will help improve and maintain pressures in that area.

|  | Prior<br>Years | FY 2020        | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|----------------|------------|------------|------------|------------|------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |                |            |            |            |            |            |                  |
| Planning                               | \$250          |                |            |            |            |            |            | \$250            |
| Land                                   |                |                |            |            |            |            |            |                  |
| Construction                           |                | \$3,500        |            |            |            |            |            | \$3,500          |
| Equipment                              |                |                |            |            |            |            |            |                  |
| <b>Total</b>                           | <b>\$250</b>   | <b>\$3,500</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$3,750</b>   |

|  | Prior<br>Years | FY 2020        | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|----------------|------------|------------|------------|------------|------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |                |            |            |            |            |            |                  |
| General Fund                             |                |                |            |            |            |            |            |                  |
| GO Bonds                                 |                |                |            |            |            |            |            |                  |
| Utilities Fund                           | \$100          |                |            |            |            |            |            | \$100            |
| Revenue Bonds                            | \$150          | \$3,500        |            |            |            |            |            | \$3,650          |
| <b>Total</b>                             | <b>\$250</b>   | <b>\$3,500</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$3,750</b>   |

|  | Prior<br>Years | FY 2020    | FY 2021      | FY 2022      | FY 2023      | FY 2024      | Future         | Project<br>Total |
|--|----------------|------------|--------------|--------------|--------------|--------------|----------------|------------------|
| <b>Operating Impacts (in thousands \$)</b> |                |            |              |              |              |              |                |                  |
| Revenue (-)                                |                |            |              |              |              |              |                |                  |
| Personnel                                  |                |            |              |              |              |              |                |                  |
| Operating                                  |                |            |              |              |              |              |                |                  |
| Debt Service                               |                |            | \$188        | \$188        | \$188        | \$188        | \$4,209        | \$4,961          |
| <b>Total</b>                               | <b>\$0</b>     | <b>\$0</b> | <b>\$188</b> | <b>\$188</b> | <b>\$188</b> | <b>\$188</b> | <b>\$4,209</b> | <b>\$4,961</b>   |



## Five-Year Capital Improvement Plan

**Project Title:** Water Treatment Plant Improvements  
**Department:** Public Services  
**Budget Code:** 535-4802-448-83-41  
**Justification:** Maintains existing service  
**Start Date (FY):** 2018  
**End Date (FY):** 2020

**Relationship to Strategic Plan:** Goal 3: Enhance the quality of life for all Winchester residents.

**Project Description:** This project consists of making multiple improvements at the water treatment plant complex that is located south of Middletown. Specific improvements include replacement of the backup generator for the raw water pump station, repairs to the dam and sidewalls at the water intake on the North Fork of the Shenandoah River, and structural repairs and a roof replacement at the main filter building.

**Project Objectives/Status:** This project is necessary to ensure that the City can divert, treat, and pump treated water to all its customers.

|  | Prior<br>Years | FY 2020        | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|----------------|------------|------------|------------|------------|------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |                |            |            |            |            |            |                  |
| Planning                               | \$300          |                |            |            |            |            |            | \$300            |
| Land                                   |                |                |            |            |            |            |            |                  |
| Construction                           | \$300          | \$5,000        |            |            |            |            |            | \$5,300          |
| Equipment                              |                |                |            |            |            |            |            |                  |
| <b>Total</b>                           | <b>\$600</b>   | <b>\$5,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$5,600</b>   |

|  | Prior<br>Years | FY 2020        | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|----------------|------------|------------|------------|------------|------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |                |            |            |            |            |            |                  |
| General Fund                             |                |                |            |            |            |            |            |                  |
| GO Bonds                                 |                |                |            |            |            |            |            |                  |
| Utilities Fund                           | \$200          |                |            |            |            |            |            | \$200            |
| Revenue Bonds                            | \$400          | \$5,000        |            |            |            |            |            | \$5,400          |
| <b>Total</b>                             | <b>\$600</b>   | <b>\$5,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$5,600</b>   |

|  | Prior<br>Years | FY 2020    | FY 2021      | FY 2022      | FY 2023      | FY 2024      | Future         | Project<br>Total |
|--|----------------|------------|--------------|--------------|--------------|--------------|----------------|------------------|
| <b>Operating Impacts (in thousands \$)</b> |                |            |              |              |              |              |                |                  |
| Revenue (-)                                |                |            |              |              |              |              |                |                  |
| Personnel                                  |                |            |              |              |              |              |                |                  |
| Operating                                  |                |            |              |              |              |              |                |                  |
| Debt Service                               |                |            | \$150        | \$300        | \$300        | \$300        | \$6,650        | \$7,700          |
| <b>Total</b>                               | <b>\$0</b>     | <b>\$0</b> | <b>\$150</b> | <b>\$300</b> | <b>\$300</b> | <b>\$300</b> | <b>\$6,650</b> | <b>\$7,700</b>   |

## Five-Year Capital Improvement Plan

**Project Title:** Water Pump Station Improvements  
**Department:** Public Services  
**Budget Code:** 535-4803-448-86-07  
**Justification:** Improves existing service  
**Start Date (FY):** 2020  
**End Date (FY):** 2022

**Relationship to Strategic Plan:** Goal 3: Enhance the quality of life for all Winchester residents.

**Project Description:** This project consists of upgrading the existing Tennyson booster pump station to make it more reliable. This pump station pumps water to the western portion of the City.

**Project Objectives/Status:** This project will allow the Jefferson pump station that is very old to be decommissioned. Currently, both the Jefferson pump station and Tennyson pump station are alternately operated. Only one pump station is needed and by adding backup power and pumps at the newer Tennyson station, the Jefferson pump station can be removed from service which will lower operational costs.

|  | Prior<br>Years | FY 2020     | FY 2021      | FY 2022        | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|-------------|--------------|----------------|------------|------------|------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |             |              |                |            |            |            |                  |
| Planning                               |                | \$50        | \$150        |                |            |            |            | \$200            |
| Land                                   |                |             |              |                |            |            |            |                  |
| Construction                           |                |             |              | \$1,500        |            |            |            | \$1,500          |
| Equipment                              |                |             |              |                |            |            |            |                  |
| <b>Total</b>                           | <b>\$0</b>     | <b>\$50</b> | <b>\$150</b> | <b>\$1,500</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,700</b>   |

|  | Prior<br>Years | FY 2020     | FY 2021      | FY 2022        | FY 2023    | FY 2024    | Future     | Project<br>Total |
|--|----------------|-------------|--------------|----------------|------------|------------|------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |             |              |                |            |            |            |                  |
| General Fund                             |                |             |              |                |            |            |            |                  |
| GO Bonds                                 |                |             |              |                |            |            |            |                  |
| Utilities Fund                           |                | \$50        | \$150        |                |            |            |            | \$200            |
| Revenue Bonds                            |                |             |              | \$1,500        |            |            |            | \$1,500          |
| <b>Total</b>                             | <b>\$0</b>     | <b>\$50</b> | <b>\$150</b> | <b>\$1,500</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$1,700</b>   |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023     | FY 2024      | Future         | Project<br>Total |
|--|----------------|------------|------------|------------|-------------|--------------|----------------|------------------|
| <b>Operating Impacts (in thousands \$)</b> |                |            |            |            |             |              |                |                  |
| Revenue (-)                                |                |            |            |            |             |              |                |                  |
| Personnel                                  |                |            |            |            |             |              |                |                  |
| Operating                                  |                |            |            |            |             |              |                |                  |
| Debt Service                               |                |            |            |            | \$75        | \$112        | \$2,018        | \$2,205          |
| <b>Total</b>                               | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$75</b> | <b>\$112</b> | <b>\$2,018</b> | <b>\$2,205</b>   |

## Five-Year Capital Improvement Plan

**Project Title:** Sewer Pump Station Replacements  
**Department:** Public Services  
**Budget Code:** 535-4805-448-86-13  
**Justification:** Improves existing service  
**Start Date (FY):** 2018  
**End Date (FY):** 2025

**Relationship to Strategic Plan:** Goal 3: Enhance the quality of life for all Winchester residents.

**Project Description:** This project consists of upgrading the existing Tennyson booster pump station to make it more reliable. This pump station pumps water to the western portion of the City.

**Project Objectives/Status:** The City operates nine sewage pump stations. These pump station are at or beyond their expected useful life and need to be replaced to ensure continuous service in the future. All of the replacements will include the addition of a backup power generator.

|  | Prior<br>Years | FY 2020        | FY 2021        | FY 2022        | FY 2023        | FY 2024        | Future         | Project<br>Total |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |                |                |                |                |                |                |                  |
| Planning                               | \$250          | \$100          | \$100          | \$200          | \$100          | \$100          | \$200          | \$1,050          |
| Land                                   |                |                |                |                |                |                |                |                  |
| Construction                           |                | \$1,900        | \$900          | \$1,800        | \$900          | \$900          | \$1,800        | \$8,200          |
| Equipment                              |                |                |                |                |                |                |                |                  |
| <b>Total</b>                           | <b>\$250</b>   | <b>\$2,000</b> | <b>\$1,000</b> | <b>\$2,000</b> | <b>\$1,000</b> | <b>\$1,000</b> | <b>\$2,000</b> | <b>\$9,250</b>   |

|  | Prior<br>Years | FY 2020        | FY 2021        | FY 2022        | FY 2023        | FY 2024        | Future         | Project<br>Total |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |                |                |                |                |                |                |                  |
| General Fund                             |                |                |                |                |                |                |                |                  |
| GO Bonds                                 |                |                |                |                |                |                |                |                  |
| Utilities Fund                           | \$150          |                |                |                |                | \$1,000        | \$2,000        | \$3,150          |
| Revenue Bonds                            | \$100          | \$2,000        | \$1,000        | \$2,000        | \$1,000        |                |                | \$6,100          |
| <b>Total</b>                             | <b>\$250</b>   | <b>\$2,000</b> | <b>\$1,000</b> | <b>\$2,000</b> | <b>\$1,000</b> | <b>\$1,000</b> | <b>\$2,000</b> | <b>\$9,250</b>   |

|  | Prior<br>Years | FY 2020    | FY 2021      | FY 2022      | FY 2023      | FY 2024      | Future         | Project<br>Total |
|--|----------------|------------|--------------|--------------|--------------|--------------|----------------|------------------|
| <b>Operating Impacts (in thousands \$)</b> |                |            |              |              |              |              |                |                  |
| Revenue (-)                                |                |            |              |              |              |              |                |                  |
| Personnel                                  |                |            |              |              |              |              |                |                  |
| Operating                                  |                |            |              |              |              |              |                |                  |
| Debt Service                               |                |            | \$125        | \$225        | \$225        | \$450        | \$7,795        | \$8,820          |
| <b>Total</b>                               | <b>\$0</b>     | <b>\$0</b> | <b>\$125</b> | <b>\$225</b> | <b>\$225</b> | <b>\$450</b> | <b>\$7,795</b> | <b>\$8,820</b>   |

## Five-Year Capital Improvement Plan

**Project Title:** Water Treatment Plant Expansion  
**Department:** Public Services  
**Budget Code:** 535-4802-448-  
**Justification:** Increased revenues  
**Start Date (FY):** TBD  
**End Date (FY):** TBD

**Relationship to Strategic Plan:** Goal 3: Enhance the quality of life for all Winchester residents.

**Project Description:** This project will consist of expanding the capacity of the water treatment plant from 10 million gallons per day to 14 million gallons per day.

**Project Objectives/Status:** This project is necessary to meet future water demands due to growth.

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future          | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|-----------------|------------------|
| <b>Cost Estimate (in thousands \$)</b> |                |            |            |            |            |            |                 |                  |
| Planning                               |                |            |            |            |            |            | \$2,000         | \$2,000          |
| Land                                   |                |            |            |            |            |            |                 |                  |
| Construction                           |                |            |            |            |            |            | \$18,000        | \$18,000         |
| Equipment                              |                |            |            |            |            |            |                 |                  |
| <b>Total</b>                           | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$20,000</b> | <b>\$20,000</b>  |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future          | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|-----------------|------------------|
| <b>Funding Sources (in thousands \$)</b> |                |            |            |            |            |            |                 |                  |
| General Fund                             |                |            |            |            |            |            |                 |                  |
| GO Bonds                                 |                |            |            |            |            |            |                 |                  |
| Utilities Fund                           |                |            |            |            |            |            |                 |                  |
| Revenue Bonds                            |                |            |            |            |            |            | \$20,000        | \$20,000         |
| <b>Total</b>                             | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$20,000</b> | <b>\$20,000</b>  |

|  | Prior<br>Years | FY 2020    | FY 2021    | FY 2022    | FY 2023    | FY 2024    | Future          | Project<br>Total |
|--|----------------|------------|------------|------------|------------|------------|-----------------|------------------|
| <b>Operating Impacts (in thousands \$)</b> |                |            |            |            |            |            |                 |                  |
| Revenue (-)                                |                |            |            |            |            |            |                 |                  |
| Personnel                                  |                |            |            |            |            |            |                 |                  |
| Operating                                  |                |            |            |            |            |            |                 |                  |
| Debt Service                               |                |            |            |            |            |            | \$30,000        | \$30,000         |
| <b>Total</b>                               | <b>\$0</b>     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$30,000</b> | <b>\$30,000</b>  |



## **EQUIPMENT REPLACEMENT PLAN FY 2020 – FY 2024**



## **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 2020 plan calls for the replacement of nine public safety vehicles representing 13% of the total plan cost. This includes seven police vehicles, one sheriff vehicle, and one inspection vehicle that are either above 120,000 miles currently or will reach this threshold by the end of fiscal year 2020. Public Works replacement of a sweeper for 12% of the total cost. The General Fund equipment replacement charges for FY 2020 represent approximately 0.7% of the total general fund expenditures.

Public Services equipment replacement charges for FY 2020 total \$1,624,000 or 71.9% of the total equipment replacement plan. The Utilities Maintenance division of the Utilities Fund will begin to do more in-house sewer and water line repairs and maintenance in FY 2020. Therefore, a large majority of the planned equipment purchases in FY 2020 for Utilities is for new equipment to enable the new in-house crews to perform the necessary repairs and maintenance of the City's water and sewer infrastructure.

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.

# Five-Year Equipment Replacement Plan

## **Equipment Replacement Plan FY 2020 – FY 2024**

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 FY 2020 - FY 2024

### DEPARTMENT SUMMARY

| Department             | 2020             | 2021             | 2022             | 2023             | 2024           | Total            |
|------------------------|------------------|------------------|------------------|------------------|----------------|------------------|
| Information Technology | -                | 28,000           | -                | -                | -              | 28,000           |
| Sheriff                | 40,000           | 65,500           | 71,000           | 80,000           | 40,000         | 296,500          |
| Police                 | 255,000          | 270,000          | 270,000          | 275,000          | 280,000        | 1,350,000        |
| Fire                   | -                | 100,000          | 150,000          | 900,000          | 120,000        | 1,270,000        |
| Zoning & Inspections   | 22,000           | 22,000           | 25,000           | 25,000           | -              | 94,000           |
| Emergency Management   | -                | -                | 33,000           | -                | -              | 33,000           |
| Facilities Maintenance | -                | -                | -                | -                | -              | -                |
| Refuse                 | -                | 200,000          | -                | 205,000          | -              | 405,000          |
| Highway Maintenance    | 280,000          | 190,000          | 255,000          | 100,000          | 185,000        | 1,010,000        |
| Parks & Recreation     | 38,000           | 8,000            | 8,500            | 8,500            | 20,100         | 83,100           |
| Social Services        | 20,000           | 20,000           | 20,000           | 25,000           | 20,000         | 105,000          |
| Transit                | -                | 40,000           | 340,000          | 490,000          | -              | 870,000          |
| Equipment Fund         | -                | 85,000           | -                | -                | -              | 85,000           |
| Public Services        | 1,604,000        | -                | -                | -                | 150,000        | 1,754,000        |
| <b>Grand Total</b>     | <b>2,259,000</b> | <b>1,028,500</b> | <b>1,172,500</b> | <b>2,108,500</b> | <b>815,100</b> | <b>7,383,600</b> |

# Five-Year Equipment Replacement Plan

## City of Winchester Equipment Replacement Plan 2020 - 2024 *Equipment by Year*

|                       |                     |                     | Cost/Funding Source |                  |                  |
|-----------------------|---------------------|---------------------|---------------------|------------------|------------------|
| Department            | Requested           | New Equipment       | General Fund        | Other            | Total            |
| <u>2020</u>           |                     |                     |                     |                  |                  |
| Sheriff               | Sheriff Vehicle (1) | Sheriff Vehicle (1) | 40,000              | -                | 40,000           |
| Police                | Police Vehicles (7) | Police Vehicles (7) | 255,000             | -                | 255,000          |
| Inspections           | 2005 Ford Taurus    | SUV                 | 22,000              | -                | 22,000           |
| Parks & Recreation    | 2007 GMC 3/4 Ton    | 3/4 Ton Truck       | 38,000              | -                | 38,000           |
| Highway - Traffic     | 2008 Chevy Sweeper  | Sweeper             | 280,000             | -                | 280,000          |
| Social Services       | Vehicle             | Sedan               | -                   | 20,000           | 20,000           |
| PS - Engineering      | 2009 Ford Escape    | SUV                 | -                   | 30,000           | 30,000           |
| PS – Water Plant      | 2006 GMC 3/4        | Pickup Truck        | -                   | 32,000           | 32,000           |
| PS - Utilities        | 2002 F-350 w/Crane  | Truck with Crane    | -                   | 135,000          | 135,000          |
| PS - Utilities        |                     | Pickup Trucks (2)   | -                   | 65,000           | 65,000           |
| PS - Utilities        | F-450 Crew Cab #50  | Crew Cab w/plow     | -                   | 50,000           | 50,000           |
| PS - Utilities        | F-450 Crew Cab #56  | 4x4 w/ lift boom    | -                   | 70,000           | 70,000           |
| PS - Utilities        | 1996 Dump Truck     | 4x4 Crew Cab        | -                   | 65,000           | 65,000           |
| PS - Utilities        |                     | Valve Machine       | -                   | 45,000           | 45,000           |
| PS - Utilities        |                     | 4x4 Trucks (5)      | -                   | 253,000          | 253,000          |
| PS - Utilities        |                     | Dump Truck          | -                   | 90,000           | 90,000           |
| PS - Utilities        |                     | 2 Trailers          | -                   | 38,000           | 38,000           |
| PS - Utilities        |                     | 135G LC Excavator   | -                   | 250,000          | 250,000          |
| PS - Utilities        |                     | 324K Loader         | -                   | 190,000          | 190,000          |
| PS - Utilities        |                     | Skid Steer          | -                   | 120,000          | 120,000          |
| PS - Utilities        | 325 Excavator       | E63 Excavator       | -                   | 65,000           | 65,000           |
| PS - OWRF             | G25p-3 Forklift     | Forklift            | -                   | 32,000           | 32,000           |
| PS - OWRF             | 2001 GMC 2500 HD    | Heavy Duty Truck    | -                   | 37,000           | 37,000           |
| PS - OWRF             | 2007 Ford Explorer  | SUV                 | -                   | 37,000           | 37,000           |
| <b>Total for 2020</b> |                     |                     | <b>635,000</b>      | <b>1,624,000</b> | <b>2,259,000</b> |
| <u>2021</u>           |                     |                     |                     |                  |                  |
| I&IS                  | 1997 GMC Jimmy      | Small SUV           | 28,000              | -                | 28,000           |
| Sheriff               | 2007 Impala         | Sedan               | 32,500              | -                | 32,500           |
| Sheriff               | 2013 Ford           | Sedan               | 33,000              | -                | 33,000           |
| Police                | Police Vehicles (7) | Police Vehicles (7) | 270,000             | -                | 270,000          |
| Fire & Rescue         | 2007 Ford Explorer  |                     |                     |                  |                  |
|                       | 4x4                 | 4x4 SUV             | 50,000              | -                | 50,000           |
| Fire & Rescue         | 2008 Ford Explorer  |                     |                     |                  |                  |
|                       | 4x4                 | 4x4 Pickup Truck    | 50,000              | -                | 50,000           |
| Refuse                | 2003 Refuse Truck   | Refuse Truck        | 200,000             | -                | 200,000          |

# Five-Year Equipment Replacement Plan

|                         |                       |                       | Cost/Funding Source |                |                  |
|-------------------------|-----------------------|-----------------------|---------------------|----------------|------------------|
| Department              | Requested             | New Equipment         | General Fund        | Other          | Total            |
| <u>2021 - continued</u> |                       |                       |                     |                |                  |
| Highway - Trees         | 2004 Pickup           | Small Pickup          | 30,000              | -              | 30,000           |
| Highway - Traffic       | 2004 Pickup           | Small Pickup          | 30,000              | -              | 30,000           |
|                         | 1999 GMC Dump         |                       |                     |                |                  |
| Highway - Streets       | Truck                 | Dump Truck            | 130,000             | -              | 130,000          |
| Parks & Recreation      | Zero Turn Mower #2    | Zero Turn Mower       | 8,000               | -              | 8,000            |
| Zoning                  | 2005 Ford Taurus      | SUV                   | 22,000              | -              | 22,000           |
| Social Services         | 2008 Ford Fusion      | Sedan                 | -                   | 20,000         | 20,000           |
| Transit                 | 2003 Chevy Malibu     | Admin Vehicle         | 4,000               | 36,000         | 40,000           |
| Equipment Fund          | 2001 GMC              | 4x4 SUV               | -                   | 35,000         | 35,000           |
| Equipment Fund          | Utility Bed for Truck | Utility Bed for Truck | -                   | 50,000         | 50,000           |
| <b>Total for 2021</b>   |                       |                       | <b>887,500</b>      | <b>141,000</b> | <b>1,028,500</b> |
| <u>2022</u>             |                       |                       |                     |                |                  |
| Sheriff                 | 2007 Tahoe            | SUV                   | 38,000              | -              | 38,000           |
| Sheriff                 | 2010 Ford             | Sedan                 | 33,000              | -              | 33,000           |
| Police                  | Police Vehicles (7)   | Police Vehicles (7)   | 270,000             | -              | 270,000          |
| Fire & Rescue           | 2010 Ford SUV         | 4x4 SUV               | 50,000              | -              | 50,000           |
| Fire & Rescue           | 2010 Ford SUV         | 4x4 SUV               | 50,000              | 50,000         | 100,000          |
| Inspections             | 2008 Chevy Colorado   | Light Truck           | 25,000              | -              | 25,000           |
| Emergency               |                       |                       |                     |                |                  |
| Management              | 2004 Ford Explorer    | SUV                   | 33,000              | -              | 33,000           |
| Parks & Recreation      | Zero Turn Mower #5    | Zero Turn Mower       | 8,500               | -              | 8,500            |
| Highway - Streets       | 2002 Dump Truck       | Dump Truck            | 135,000             | -              | 135,000          |
| Highway - Traffic       | Bucket Truck          | Bucket Truck          | 120,000             | -              | 120,000          |
| Social Services         | 2012 Ford Escape      | Small SUV             | -                   | 20,000         | 20,000           |
| Transit                 | 2015 Buses (2)        | Transit Buses (2)     | 34,000              | 306,000        | 340,000          |
| <b>Total for 2022</b>   |                       |                       | <b>796,500</b>      | <b>376,000</b> | <b>1,172,500</b> |
| <u>2023</u>             |                       |                       |                     |                |                  |
| Sheriff                 | Sheriff Vehicles (2)  | Sedan (2)             | 80,000              | -              | 80,000           |
| Police                  | Police Vehicles (7)   | Police Vehicles (7)   | 275,000             | -              | 275,000          |
| Fire & Rescue           | 2006 4300 Transtar    | International         | 300,000             | -              | 300,000          |
| Fire & Rescue           | 1990 4900 (HM)        | 4900 HazMat Veh       | 600,000             | -              | 600,000          |
| Inspections             | 2011 Ford Ranger      | Light Pickup Truck    | 25,000              | -              | 25,000           |
| Refuse                  | Refuse Truck          | Refuse Truck          | 205,000             | -              | 205,000          |
| Parks & Recreation      | Zero Turn Mowers #4   | Zero Turn Mower       | 8,500               | -              | 8,500            |
| Highway - Streets       | 2003 GMC Truck        | Truck with Dump       | 60,000              | -              | 60,000           |
| Highway - Streets       | 2003 GMC 4x4 Pickup   | One Ton Pickup        | 40,000              | -              | 40,000           |
| Social Services         | 2012 Chevy Impala     | Sedan                 | -                   | 25,000         | 25,000           |
| Transit                 | 2016 Buses (2)        | Transit Buses (2)     | 34,000              | 306,000        | 340,000          |
| Transit                 | 2006 Para-Transit Bus | Transit Bus           | 15,000              | 135,000        | 150,000          |
| <b>Total for 2023</b>   |                       |                       | <b>1,642,500</b>    | <b>466,000</b> | <b>2,108,500</b> |

## Five-Year Equipment Replacement Plan

|                    |                     |                     | Cost/Funding Source |           |           |
|--------------------|---------------------|---------------------|---------------------|-----------|-----------|
| Department         | Requested           | New Equipment       | General Fund        | Other     | Total     |
| <u>2024</u>        |                     |                     |                     |           |           |
| Sheriff            | Sedan               | Sedan               | 40,000              | -         | 40,000    |
| Police             | Police Vehicles (7) | Police Vehicles (7) | 280,000             | -         | 280,000   |
| Fire & Rescue      | 2014 Chevy Tahoe    | 4x4 SUV             | 60,000              | -         | 60,000    |
| Fire & Rescue      | 2017 Chevy 3500 HD  | 4x4 HD Truck        | 60,000              | -         | 60,000    |
| Highway - Streets  | Dump Truck          | Dump Truck          | 140,000             | -         | 140,000   |
| Highway - Streets  | 2008 Ford F550      | Pickup              | 45,000              | -         | 45,000    |
| Parks & Recreation | 1998 F-150          | 4x4 Pickup Truck    | 20,100              | -         | 20,100    |
| Social Services    | 2013 Dodge Avenger  | Sedan               | -                   | 20,000    | 20,000    |
| Public Services    |                     |                     | -                   | 150,000   | 150,000   |
| Total for 2024     |                     |                     | 645,100             | 170,000   | 815,100   |
| Grand Total        |                     |                     | 4,606,600           | 2,777,000 | 7,383,600 |

# Five-Year Equipment Replacement Plan

## City of Winchester Equipment by Department FY 2020 - FY 2024

| Department                                     | 2020           | 2021           | 2022           | 2023           | 2024           | Total            |
|--|----------------|----------------|----------------|----------------|----------------|------------------|
| <b><u>Information Technology</u></b>           |                |                |                |                |                |                  |
| Small SUV                                      | -              | 28,000         | -              | -              | -              | 28,000           |
| <b>Total Sheriff</b>                           | <b>-</b>       | <b>28,000</b>  | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>28,000</b>    |
| <b><u>Sheriff</u></b>                          |                |                |                |                |                |                  |
| Marked Vehicles                                | 40,000         | 65,500         | 71,000         | 80,000         | 40,000         | 296,500          |
| <b>Total Sheriff</b>                           | <b>40,000</b>  | <b>65,500</b>  | <b>71,000</b>  | <b>80,000</b>  | <b>40,000</b>  | <b>296,500</b>   |
| <b><u>Police</u></b>                           |                |                |                |                |                |                  |
| Marked Patrol Vehicles                         | 255,000        | 270,000        | 270,000        | 275,000        | 280,000        | 1,350,000        |
| <b>Total Police</b>                            | <b>255,000</b> | <b>270,000</b> | <b>270,000</b> | <b>275,000</b> | <b>280,000</b> | <b>1,350,000</b> |
| <b><u>Fire</u></b>                             |                |                |                |                |                |                  |
| Marked Vehicles                                | -              | 100,000        | 150,000        | -              | 120,000        | 370,000          |
| Reserve Engine                                 | -              | -              | -              | 300,000        | -              | 300,000          |
| HazMat Vehicle                                 | -              | -              | -              | 600,000        | -              | 600,000          |
| <b>Total Fire</b>                              | <b>-</b>       | <b>100,000</b> | <b>150,000</b> | <b>900,000</b> | <b>120,000</b> | <b>1,270,000</b> |
| <b><u>Emergency Management</u></b>             |                |                |                |                |                |                  |
| SUV  | -              | -              | 33,000         | -              | -              | 33,000           |
| <b>Total Emergency Management</b>              | <b>-</b>       | <b>-</b>       | <b>33,000</b>  | <b>-</b>       | <b>-</b>       | <b>33,000</b>    |
| <b><u>Zoning &amp; Inspections</u></b>         |                |                |                |                |                |                  |
| SUV  | 22,000         | 22,000         | -              | -              | -              | 44,000           |
| Light Pickup Truck                             | -              | -              | 25,000         | 25,000         | -              | 50,000           |
| <b>Total Zoning &amp; Inspections</b>          | <b>22,000</b>  | <b>22,000</b>  | <b>25,000</b>  | <b>25,000</b>  | <b>-</b>       | <b>94,000</b>    |
| <b><u>Facilities Maintenance</u></b>           |                |                |                |                |                |                  |
| Pickup Truck                                   | -              | -              | -              | -              | -              | -                |
| <b>Total Facilities Maintenance</b>            | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>         |
| <b><u>Public Works/Refuse</u></b>              |                |                |                |                |                |                  |
| Refuse/Recycling Truck                         | -              | 200,000        | -              | 205,000        | -              | 405,000          |
| <b>Total Refuse</b>                            | <b>-</b>       | <b>200,000</b> | <b>-</b>       | <b>205,000</b> | <b>-</b>       | <b>405,000</b>   |
| <b><u>Public Works/Highway Maintenance</u></b> |                |                |                |                |                |                  |
| Dump Trucks                                    | -              | 130,000        | 135,000        | 60,000         | 140,000        | 465,000          |
| Pickup Trucks                                  | -              | 60,000         | -              | 40,000         | 45,000         | 145,000          |
| Sweeper  | 280,000        | -              | -              | -              | -              | 280,000          |
| Bucket Truck                                   | -              | -              | 120,000        | -              | -              | 120,000          |
| <b>Total Highway Maintenance</b>               | <b>280,000</b> | <b>190,000</b> | <b>255,000</b> | <b>100,000</b> | <b>185,000</b> | <b>1,010,000</b> |

# Five-Year Equipment Replacement Plan

## City of Winchester Equipment by Department FY 2020 - FY 2024

| Department                           | 2020             | 2021             | 2022             | 2023             | 2024           | Total            |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------|------------------|
| <b><u>Parks &amp; Recreation</u></b> |                  |                  |                  |                  |                |                  |
| Vehicles                             | 38,000           | -                | -                | -                | 20,100         | 58,100           |
| Mower                                | -                | 8,000            | 8,500            | 8,500            | -              | 25,000           |
| <b>Total Parks &amp; Recreation</b>  | <b>38,000</b>    | <b>8,000</b>     | <b>8,500</b>     | <b>8,500</b>     | <b>20,100</b>  | <b>83,100</b>    |
| <b><u>Social Services</u></b>        |                  |                  |                  |                  |                |                  |
| Vehicles                             | 20,000           | 20,000           | 20,000           | 25,000           | 20,000         | 105,000          |
| <b>Total Social Services</b>         | <b>20,000</b>    | <b>20,000</b>    | <b>20,000</b>    | <b>25,000</b>    | <b>20,000</b>  | <b>105,000</b>   |
| <b><u>Transit</u></b>                |                  |                  |                  |                  |                |                  |
| Paratransit Vans                     | -                | -                | -                | 150,000          | -              | 150,000          |
| Transit Bus                          | -                | -                | 340,000          | 340,000          | -              | 680,000          |
| Sedan                                | -                | 40,000           | -                | -                | -              | 40,000           |
| <b>Total Transit</b>                 | <b>-</b>         | <b>40,000</b>    | <b>340,000</b>   | <b>490,000</b>   | <b>-</b>       | <b>870,000</b>   |
| <b><u>Equipment Fund</u></b>         |                  |                  |                  |                  |                |                  |
| Truck                                | -                | 85,000           | -                | -                | -              | 85,000           |
| <b>Total Equipment</b>               | <b>-</b>         | <b>85,000</b>    | <b>-</b>         | <b>-</b>         | <b>-</b>       | <b>85,000</b>    |
| <b><u>Public Services</u></b>        |                  |                  |                  |                  |                |                  |
| Vehicles                             | 602,000          |                  |                  |                  |                | 602,000          |
| Heavy Equipment                      | 1,002,000        | -                | -                | -                | 150,000        | 1,152,000        |
| <b>Total Public Services</b>         | <b>1,604,000</b> | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>150,000</b> | <b>1,754,000</b> |
| <b>Grand Total</b>                   | <b>2,259,000</b> | <b>1,028,500</b> | <b>1,172,500</b> | <b>2,108,500</b> | <b>815,100</b> | <b>7,383,600</b> |

## Information Technology Plan

### Introduction and Background

The Information Technology Plan is a summary of information technology needs in the current fiscal year for 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 Information Technology Plan's basic premise is scheduled procurement of technology to meet the City's needs. Funds have been designated to upgrade the current video equipment in the Council Chambers for recording meetings. Continuing replacement of hardware and upgrading all the Window 7 PCs that have reached end of service life to Windows 10.

### FY 2020 INFORMATION TECHNOLOGY PLAN SUMMARY

| Projects   | Adopted        |
|--|----------------|
| Communications - Video Equipment – Council Chambers            | 100,000        |
| Innovation and Information Services – Tourism to City Network  | 5,300          |
| Innovation and Information Services – Upgrade Windows 7 to 10  | 78,000         |
| Innovation and Information Services – Transition to FirstNet   | 14,000         |
| Innovation and Information Services – Upgrade Exchange         | 52,500         |
| Innovation and Information Services – Storage Arrays & Servers | 70,000         |
| <b>Total Adopted ITP</b>                                       | <b>319,800</b> |

## Health/Dental Insurance Plans and Rates

### City of Winchester FY 2020 Local Choice Medical Insurance Rates Including Delta Dental & Blue View Vision Coverage

| LC Key Advantage 500            |                                 |  |  |                              |
|---------------------------------|---------------------------------|--|--|------------------------------|
| <b>Calendar Year Deductible</b> |                                 | \$500 per member<br>\$1,000 per family   |  |                              |
| <b>Out-of-pocket maximum</b>    |                                 | \$4,000 per member<br>\$8,000 per family |  |                              |
|                                 | <b>Monthly Expected Rates</b>   | <b>Employer Contribution</b>             |  | <b>Employee Contribution</b> |
| Employee Only                   | 621.00                          | 595.00                                   |  | 26.00                        |
| Employee Plus 1                 | 1,149.00                        | 968.88                                   |  | 180.12                       |
| Employee/Family                 | 1,677.00                        | 1,205.25                                 |  | 471.75                       |
|                                 | <b>Bi-Weekly Expected Rates</b> | <b>Employer Contribution</b>             |  | <b>Employee Contribution</b> |
| Employee Only                   | 286.62                          | 274.62                                   |  | 12.00                        |
| Employee Plus 1                 | 530.31                          | 447.18                                   |  | 83.13                        |
| Employee/Family                 | 774.00                          | 556.27                                   |  | 217.73                       |

| LC Key Advantage 1000           |                                 |   |          |                              |          |
|---------------------------------|---------------------------------|---|----------|------------------------------|----------|
| <b>Calendar Year Deductible</b> |                                 | \$1,000 per member<br>\$2,000 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                   | 595.00                          | 595.00                                    | 100%     | -                            | 0%       |
| Employee Plus 1                 | 1,101.00                        | 968.88                                    | 88%      | 132.12                       | 12%      |
| Employee/Family                 | 1,607.00                        | 1,205.25                                  | 75%      | 401.75                       | 25%      |
|                                 | <b>Bi-Weekly Expected Rates</b> | <b>Employer Contribution</b>              | <b>%</b> | <b>Employee Contribution</b> | <b>%</b> |
| Employee Only                   | 274.62                          | 274.62                                    | 100%     | -                            | 0%       |
| Employee Plus 1                 | 508.15                          | 447.18                                    | 88%      | 60.97                        | 12%      |
| Employee/Family                 | 741.69                          | 556.27                                    | 75%      | 185.42                       | 25%      |



# Debt Summary

## Summary of Outstanding Debt

As of June 30, 2019

| ISSUE   | PURPOSE   | AMOUNT<br>ISSUED | ISSUE<br>DATE | MATURITY<br>DATE | BALANCE<br>CITY/SCH | BALANCE<br>UTILITIES |
|---|---|------------------|---------------|------------------|---------------------|----------------------|
| <b>General Obligation Debt</b>                    |   |                  |               |                  |                     |                      |
| 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         | 16,965,359          | 2,809,641            |
| 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         | 20,901,435          | 4,748,565            |
| Public Improvement Bond Series 2013               | Finance General fund projects and schools capital projects            | 24,265,000       | 10/30/2013    | 9/1/2033         | 4,335,000           |                      |
| Public Improvement Bond Series 2014               | Finance General fund projects and schools capital projects            | 14,685,000       | 10/30/2014    | 9/1/2037         | 5,410,580           | 794,420              |
| Public Improvement Bond Series 2015               | Finance General fund projects and schools capital projects            | 7,075,000        | 10/28/2015    | 5/1/2035         | 6,165,000           |                      |
| Public Improvement Bond Series 2016               | Finance General fund projects and schools capital projects            | 7,400,000        | 8/1/2016      | 8/1/2037         | 7,000,000           |                      |
| Public Improvement and Refunding Bond Series 2017 | Finance General fund projects   | 16,660,000       | 7/18/2017     | 9/1/2033         | 16,660,000          |                      |
| HUD 108 Loan                                      | Finance Sidewalks   | 1,000,000        | 5/10/2019     | 8/1/2028         | 900,000             |                      |

## Revenue Bonds

|                                 |                            |            |            |           |  |           |
|---------------------------------|----------------------------|------------|------------|-----------|--|-----------|
| Revenue bonds- VRA Series 2009A | Utilities Capital Projects | 11,820,000 | 6/1/2009   | 10/1/2029 |  | 555,000   |
| Revenue bonds- VRA Series 2009B | Utilities Capital Projects | 12,295,000 | 11/1/2009  | 10/2/2029 |  | 8,220,000 |
| Revenue bonds- VRA Series 2010C | Utilities Capital Projects | 12,165,000 | 11/1/2010  | 10/1/2031 |  | 8,785,000 |
| Revenue bonds- VRA Series 2011A | Utilities Capital Projects | 1,500,000  | 10/25/2011 | 9/1/2042  |  | 1,291,865 |
| Revenue bonds- VRA Series 2011B | Utilities Capital Projects | 19,470,000 | 10/16/2011 | 10/1/2032 |  | 2,460,000 |



FY 2020 Budget

# Debt Summary

## Summary of Outstanding Debt

As of June 30, 2019

| ISSUE                                      | PURPOSE                    | AMOUNT<br>ISSUED          | ISSUE<br>DATE | MATURITY<br>DATE | BALANCE<br>CITY/SCH      | BALANCE<br>UTILITIES      |
|--|----------------------------|---------------------------|---------------|------------------|--------------------------|---------------------------|
| <b><u>Revenue Bonds- continued</u></b>     |                            |                           |               |                  |                          |                           |
| Revenue bonds- VRA<br>Series 2015A         | Utilities Capital Projects | 14,810,000                | 4/28/2015     | 4/1/2030         |                          | 14,665,000                |
| Revenue bonds- VRA<br>Series 2017A         | Utilities Capital Projects | 13,115,000                | 4/28/2017     | 4/1/2033         |                          | 13,040,000                |
| Revenue bonds- VRA<br>Series 2018A         | Utilities Capital Projects | 37,725,000                | 5/23/2018     | 10/1/2039        |                          | 37,725,000                |
| FWSA Opequon Water<br>Facility Obligations | Obligations Payable- FWSA  | 55,954,557                | 4/1/2004      | 10/1/2042        |                          | 35,158,391                |
| <b>Total - All Outstanding Bonds</b>       |                            | <b><u>310,279,557</u></b> |               |                  | <b><u>78,337,374</u></b> | <b><u>130,252,882</u></b> |

## Legal Debt Margin Information Last Five Fiscal Years

|  | <b><u>2014</u></b> | <b><u>2015</u></b> | <b><u>2016</u></b> | <b><u>2017</u></b> | <b><u>2018</u></b> |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| Debt Limit   | 283,454,957        | 298,175,246        | 299,572,546        | 300,004,355        | 320,287,966        |
| Total Net Debt Applicable to<br>Limit                      | <u>114,224,636</u> | <u>106,210,407</u> | <u>105,885,838</u> | <u>104,449,458</u> | <u>95,354,720</u>  |
| Legal Debt Margin  | <u>169,230,321</u> | <u>191,964,839</u> | <u>193,686,708</u> | <u>195,554,897</u> | <u>224,933,246</u> |
| Total Net Debt Applicable to<br>Limit as a % of Debt Limit | 40.30%             | 35.62%             | 35.35%             | 34.82%             | 29.77%             |

# Debt Summary

## Governmental Activities Principal and Interest Schedule

| Year<br>Ending<br>June 30 | General Fund             |                         |                                       | Winchester Public Schools |                          |                           | Total<br>Governmental<br>Activities Debt<br>Service |
|---------------------------|--------------------------|-------------------------|---------------------------------------|---------------------------|--------------------------|---------------------------|---|
|                           | Principal                | Interest                | Total General<br>Fund Debt<br>Service | Principal                 | Interest                 | Total WPS<br>Debt Service |   |
| 2020                      | 2,095,077                | 694,327                 | 2,789,403                             | 5,746,525                 | 2,217,027                | 7,963,553                 | 10,752,956  |
| 2021                      | 1,947,774                | 626,303                 | 2,574,077                             | 5,955,896                 | 1,970,760                | 7,926,657                 | 10,500,734  |
| 2022                      | 2,015,075                | 561,577                 | 2,576,651                             | 6,181,568                 | 1,734,510                | 7,916,078                 | 10,492,729  |
| 2023                      | 1,608,437                | 500,739                 | 2,109,176                             | 6,544,697                 | 1,479,539                | 8,024,237                 | 10,133,413  |
| 2024                      | 1,658,599                | 449,738                 | 2,108,337                             | 6,354,601                 | 1,214,512                | 7,569,113                 | 9,677,450   |
| 2025                      | 1,630,971                | 398,242                 | 2,029,213                             | 6,118,009                 | 929,593                  | 7,047,602                 | 9,076,815   |
| 2026                      | 1,686,501                | 342,935                 | 2,029,436                             | 5,117,969                 | 662,431                  | 5,780,401                 | 7,809,837   |
| 2027                      | 1,248,023                | 296,870                 | 1,544,893                             | 2,847,652                 | 473,852                  | 3,321,504                 | 4,866,398   |
| 2028                      | 1,276,845                | 260,900                 | 1,537,745                             | 1,578,155                 | 371,891                  | 1,950,046                 | 3,487,791   |
| 2029                      | 1,084,726                | 226,243                 | 1,310,969                             | 1,210,274                 | 309,389                  | 1,519,663                 | 2,830,632   |
| 2030                      | 1,108,298                | 195,323                 | 1,303,621                             | 1,261,702                 | 260,851                  | 1,522,553                 | 2,826,174   |
| 2031                      | 1,134,177                | 161,652                 | 1,295,829                             | 1,320,823                 | 203,820                  | 1,524,643                 | 2,820,472   |
| 2032                      | 1,160,057                | 127,081                 | 1,287,138                             | 1,379,943                 | 144,443                  | 1,524,386                 | 2,811,524   |
| 2033                      | 1,197,914                | 93,439                  | 1,291,352                             | 1,432,086                 | 89,187                   | 1,521,274                 | 2,812,626   |
| 2034                      | 1,223,792                | 58,730                  | 1,282,522                             | 1,491,208                 | 31,724                   | 1,522,932                 | 2,805,454   |
| 2035                      | 809,287                  | 31,973                  | 841,260                               | 65,713                    | 1,610                    | 67,323                    | 908,583   |
| 2036                      | 420,000                  | 13,462                  | 433,462                               | -                         | -                        | -                         | 433,462   |
| 2037                      | 425,000                  | 4,505                   | 429,505                               | -                         | -                        | -                         | 429,505   |
|                           | <b><u>23,730,551</u></b> | <b><u>5,044,039</u></b> | <b><u>28,774,590</u></b>              | <b><u>54,606,823</u></b>  | <b><u>12,095,140</u></b> | <b><u>66,701,963</u></b>  | <b><u>95,476,553</u></b>                            |

# Debt Summary

## Business-Type Activities Principal and Interest Schedule

| Year<br>Ending<br>June 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<br>Service |  |
| 2020                      | 6,520,865                 | 5,630,375                | 12,151,240                      | 264,600                      | 253,248                 | 517,848                      | 12,669,088                               |
| 2021                      | 7,233,305                 | 5,323,244                | 12,556,549                      | 277,600                      | 243,353                 | 520,953                      | 13,077,502                               |
| 2022                      | 7,560,816                 | 4,980,563                | 12,541,378                      | 285,400                      | 233,078                 | 518,478                      | 13,059,856                               |
| 2023                      | 7,348,011                 | 4,627,180                | 11,975,191                      | 297,900                      | 222,433                 | 520,333                      | 12,495,524                               |
| 2024                      | 7,585,823                 | 4,267,019                | 11,852,842                      | 305,200                      | 211,426                 | 516,626                      | 12,369,468                               |
| 2025                      | 7,841,142                 | 3,995,084                | 11,836,226                      | 317,100                      | 200,069                 | 517,169                      | 12,353,396                               |
| 2026                      | 8,103,458                 | 3,487,103                | 11,590,560                      | 328,800                      | 188,282                 | 517,082                      | 12,107,642                               |
| 2027                      | 8,009,687                 | 3,078,664                | 11,088,351                      | 340,100                      | 176,074                 | 516,174                      | 11,604,526                               |
| 2028                      | 8,041,324                 | 2,699,138                | 10,740,463                      | 351,100                      | 163,460                 | 514,560                      | 11,255,023                               |
| 2029                      | 8,380,824                 | 2,328,241                | 10,709,065                      | 366,700                      | 150,360                 | 517,060                      | 11,226,125                               |
| 2030                      | 7,766,785                 | 1,967,808                | 9,734,593                       | 376,900                      | 136,789                 | 513,689                      | 10,248,282                               |
| 2031                      | 6,244,497                 | 1,664,563                | 7,909,060                       | 391,700                      | 122,762                 | 514,462                      | 8,423,522                                |
| 2032                      | 5,078,724                 | 1,430,991                | 6,509,715                       | 406,000                      | 108,204                 | 514,204                      | 7,023,919                                |
| 2033                      | 5,269,828                 | 1,242,570                | 6,512,399                       | 419,800                      | 93,133                  | 512,933                      | 7,025,332                                |
| 2034                      | 3,974,873                 | 1,077,897                | 5,052,770                       | 438,100                      | 77,477                  | 515,577                      | 5,568,347                                |
| 2035                      | 4,121,080                 | 929,517                  | 5,050,597                       | 450,800                      | 61,254                  | 512,054                      | 5,562,651                                |
| 2036                      | 4,285,535                 | 766,229                  | 5,051,763                       | 468,000                      | 44,486                  | 512,486                      | 5,564,249                                |
| 2037                      | 4,451,850                 | 596,986                  | 5,048,836                       | 484,500                      | 27,103                  | 511,603                      | 5,560,439                                |
| 2038                      | 4,632,526                 | 412,433                  | 5,044,960                       | 500,300                      | 9,130                   | 509,430                      | 5,554,390                                |
| 2039                      | 4,842,566                 | 209,267                  | 5,051,834                       |                              |                         |                              | 5,051,834                                |
| 2040                      | 2,774,882                 | 55,621                   | 2,830,502                       |                              |                         |                              | 2,830,502                                |
| 2041                      | 71,994                    | 4,987                    | 76,980                          |                              |                         |                              | 76,980                                   |
| 2042                      | 74,170                    | 2,811                    | 76,980                          |                              |                         |                              | 76,980                                   |
| 2043                      | 38,317                    | 569                      | 38,886                          |                              |                         |                              | 38,886                                   |
|                           | <b><u>130,252,882</u></b> | <b><u>50,778,860</u></b> | <b><u>181,031,741</u></b>       | <b><u>7,070,600</u></b>      | <b><u>2,722,123</u></b> | <b><u>9,792,723</u></b>      | <b><u>190,824,464</u></b>                |

### 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.

## Debt Policy

- 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.

## Debt Policy

- 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.

## Debt 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.



## Debt Policy

### ***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.

### City of Winchester Fund Balance Policy

*Adopted December 9, 2003 and Amended October 9, 2012 and August 23, 2016*

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#### **I. BACKGROUND AND PURPOSE**

The City believes that sound financial management principles require that sufficient funds be retained by the City to provide a stable financial base at all times. To retain this stable financial base, the City needs to maintain a General Fund Balance sufficient to fund all cash flows of the City, to provide financial reserves for unanticipated expenditures and revenue shortfalls and to provide funds for all existing encumbrances.

The purpose of this policy is to provide guidance as to the composition of this General Fund Balance and a method of funding this balance.

#### **II. COMPONENTS OF GENERAL FUND BALANCE**

The following individual items shall constitute the General Fund Balance:

- A. *Non-Spendable* – the portion of the fund balance that is not in a spendable form or is required to be maintained intact.
- B. *Restricted* – the portion of the fund balance that can be spent only for the specific purposes stipulated by constitution, external resource providers, or through enabling legislation.
- C. *Committed* – the portion of fund balance that represents resources whose use is constrained by limitations that the government imposes upon itself at its highest level of decision making.
- D. *Assigned* – the portion of fund balance that reflects a government's intended use of resources.
- E. *Unassigned* – the residual classification that includes all spendable amounts not contained in the other classifications. This would grow or decrease depending on whether we have a surplus or deficit at the end of each fiscal year.

### III. Funding Requirements of Components of General Fund Balance

- A. An Assigned amount shall be established each year at an amount equal to the appropriated yet unexpected funds at fiscal year-end. These funds shall not be subject to current appropriations without the approval of City Council.
- B. A Committed Balance shall be established at an amount equal to all non-expended Capital Outlay projects, and any re-appropriations of prior year balances.
- C. An Unassigned Fund shall be established at an amount equal to 20% of the Total General Fund Expenditures less any Capital Outlay projects funded with Bond Proceeds. If the Unassigned Fund Balance exceeds 25% of Total General Fund Expenditures, amounts over 25% shall be transferred to the Capital Reserve Account up to the funding maximum of \$2,000,000. If the \$2,000,000 maximum funding level of the Capital Reserve Account is reached, excess funds shall remain in the Unassigned Fund Balance. In the event that the Unassigned Fund Balance falls below the 20% minimum requirement, the City will replenish the Fund Balance within three fiscal years.
- D. A second Committed ("Capital Reserve Account") shall be established at an amount no less than \$500,000 and no greater than \$2,000,000. The Account can be funded by transfers of excess funds from the Unassigned Fund Balance as discussed above or direct appropriations by City Council. Use of the Fund shall occur only by appropriation of City Council for pay-as-you-go capital projects consistent with Council's goals and objectives. The fund may not be used for new expanded services or for operating or recurring expenditures. In the event that the Fund declines below the \$500,000 minimum requirement, it must be restored within one fiscal year.

### IV. MONITORING AND FUNDING

- A. The City shall annually prepare a report documenting compliance with this Policy.
  - 1. If the City is not in compliance at this time of policy adoption, a Plan to comply with this Policy within 36 months of its adoption shall be presented to the Board.
  - 2. If the City is not in compliance with this Policy at a time other than the adoption of this Policy, or within the first 36 months, a plan to comply with the Policy within 12 months of the first notice of non-compliance shall be presented to the Board.

## Fund Balance Policy

- B. The City shall annually demonstrate that it will comply with this Policy based on its proposed Operating and Capital Budget for each year.
- C. The Capital Reserve Account will be maintained on a level at or above its current fiscal year Fund Minimum. In the event that the Fund declines below the current fiscal year Fund Minimum, it must be restored within one fiscal year.

### V. **FUND BALANCES – OTHER FUNDS**

Fund balances in the School Board Fund and Other Funds are encumbrances and/or reappropriation of prior year balances. These funds are otherwise funded by the General Fund with any surplus or deficits at year end reverting back to the General Fund.

Fund Balance (retained earnings) of the Enterprise Funds shall include amounts sufficient to maintain their operations without ongoing operating support from the General Fund.

## 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 that 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** – 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.

**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.

## Glossary

**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 Accrual Basis of Accounting** – Basis of accounting that recognizes the financial effect of events that impact an entity during the accounting period, regardless of whether cash was received or spent..

**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.

**Government Finance Officers Association (GFOA)** – A professional association, founded in 1906, which represents public finance officials throughout the United States and Canada with more than 19,400 members in federal, state/provincial, and local finance offices. GFOA's mission is to advance excellence in state and local government financial management.

## Glossary

**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.

**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.

**IIS** – Innovation and Information Services.

**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.

## Glossary

**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.

**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.

## Glossary

**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.

**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.

## Glossary

**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.

**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.