



ADOPTED BUDGET

FY2021 | JULY 1, 2020 - JUNE 30, 2021



CITY OF WINCHESTER, VIRGINIA ADOPTED BUDGET

Fiscal Year
July 1, 2020 through June 30, 2021



BUDGET OFFICIALS

Mary T. Price, Interim 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

2020 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, 2019

Christopher P. Morrell

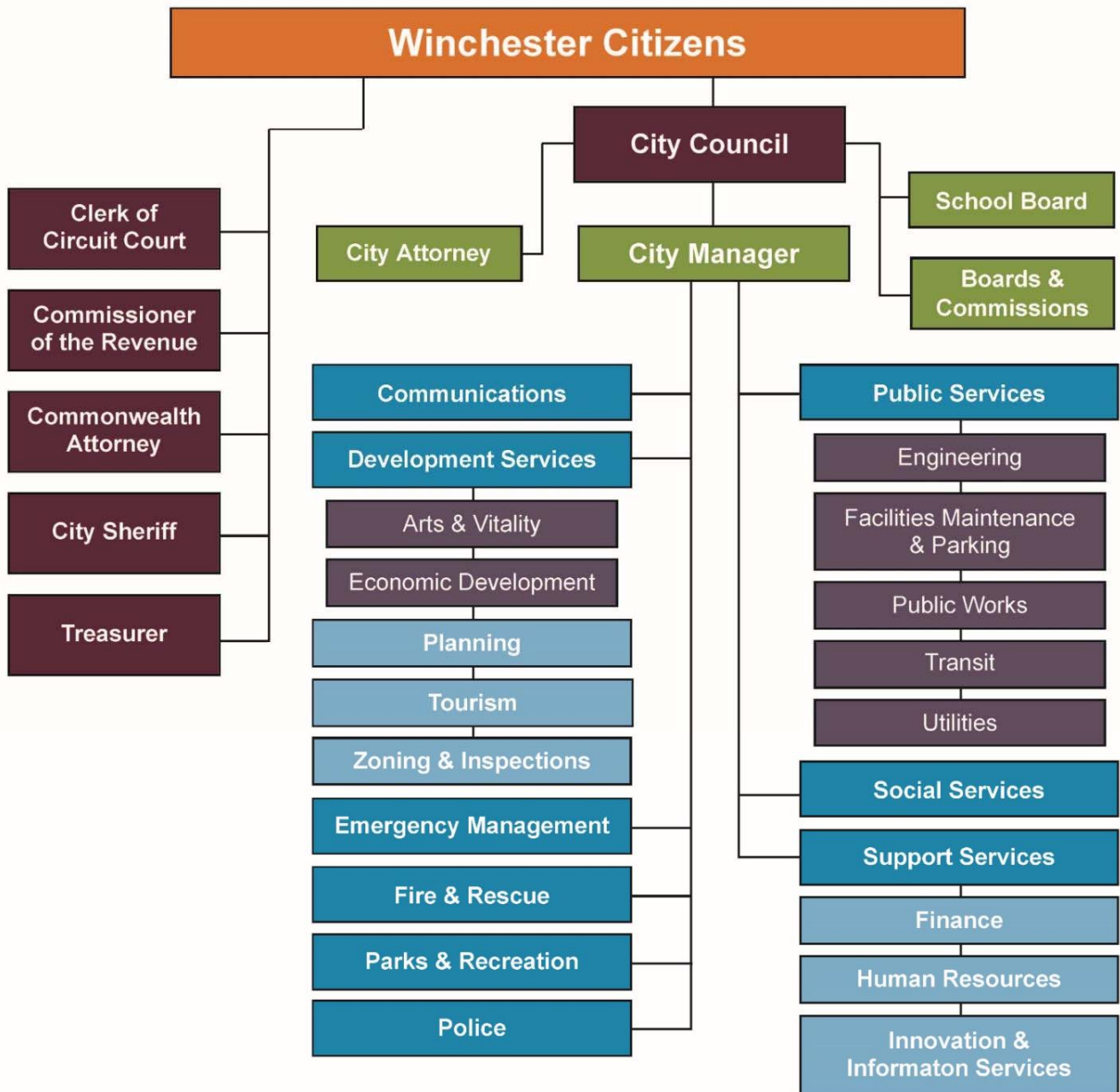
Executive Director

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, 2019. 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 FY2021 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 2016-2028 Strategic Plan is the guidebook that provides the direction needed by City staff to develop the FY2021 Proposed Budget. For budget planning purposes, the FY2021 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. 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
- 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 or development of previously identified catalyst sites
- Identify additional targeted areas and promote redevelopment or 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 FY2021 began in October 2019 when City Offices and Departments began developing their budget requests. These requests were submitted to the City's Finance Department by December 31, 2019 and totaled \$99,164,960, an increase of \$7,095,960 when compared to the current fiscal year. Individual meetings were held with departments and offices to review their budget requests in January 2020.

During the months of February and March staff developed a budget based on the revenue trends at that time, and projected modest organic growth in personal property and meals taxes. However, due to COVID-19 and the unprecedented mandatory shut down of non-essential businesses and the resulting economic impact, City staff has revised the FY2021 revenue projections and reduced expenditures, 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:

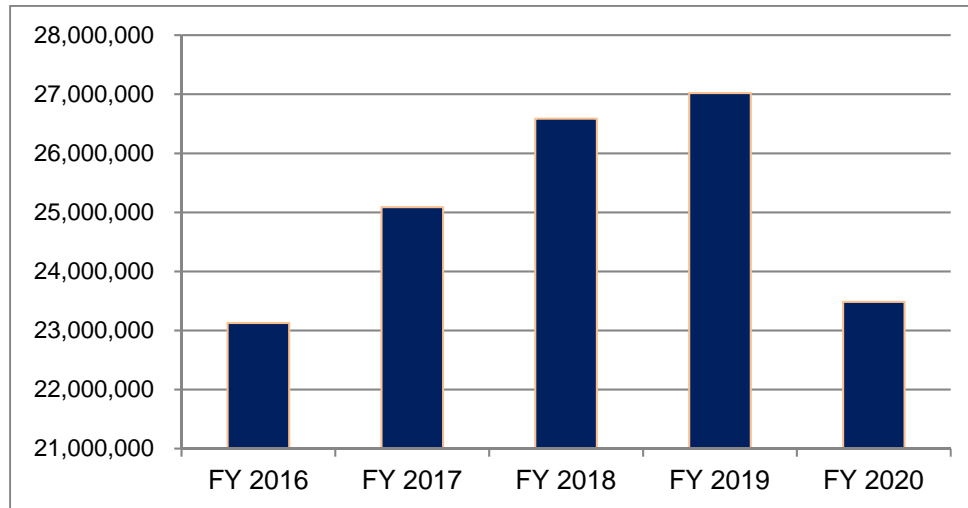
- Fund Balance Policy
- Debt Policy
- Investment Policy

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 \$23.5 million at the end of FY2020, or approximately 28.0% of general fund expenditures; unassigned fund balance is projected to be \$17.9 million or 21.3% 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.

City Manager's Message

Fund Balance – General Fund FY 2016 – FY 2020*



*FY 2020 Projected Fund Balance.

Revenues:

Based on the consensus of Council, the FY2021 Proposed Budget has been developed based on the real estate tax rate of 93¢ per \$100 of assessed value. We have conservatively estimated revenues in anticipation of the uncertain economy due to the pandemic and continue to budget expenditures as cautiously as possible. Based on the uncertainty of local revenues affected by the pandemic we have projected a decrease for FY2021 of \$3,210,000 which includes local revenue sources of \$1,221,600, including sales taxes, electric utility, business license, and motel taxes. Additionally, we are projecting a decrease of \$1,988,400 from other revenue sources, which include state and federal contributions, use of fund balance for capital improvement and carry forward projects.

With the onset of COVID-19, we understand that we may not meet our revenue expectations for FY2021; therefore, City staff will closely monitor our revenues in the upcoming fiscal year. If revenues are not meeting the FY2021 projections, we will prepare a mid-year (January timeframe) budget amendment to adjust revenues and expenditures.

Since we anticipate that we will be deficient in revenue in the current fiscal year (FY2020), we have implemented the following strategies to control our expenses and will carry these strategies forward into our FY2021 budget year:

- Cancel all travel (unless required)
- Only make necessary purchases.
- Delay projects that are not already started, unless they impact the safety or security of our residents.
- Hiring freeze. Except for Public Safety positions and the positions that are under active recruitment will be considered on a case by case basis.

City Manager's Message

We hope with the implementation of these cost saving strategies, this will help mitigate some of our loss in revenue. If decisions need to be made on our fund balance policies, or we determine that we will drop below our policy goals, City staff will bring back to Council a plan to restore the fund balance, preferably within one fiscal year as our policy states.

Funding for Core Services:

The FY 2021 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:

- 6.0% increase in health insurance premiums of \$225,800
- Increase of \$752,800 for debt service payments
- Increase of \$291,100 for Social Services
- Increase of \$90,000 for S.P.C.A.
- Decrease of (\$327,800) in personnel savings
- Decrease of (\$665,790) in department operating budgets
- Decrease of (\$175,000) for the Commonwealth Attorney/JDR Court Services lease
- Decrease of (\$500,000) for Schools
- Decrease of (\$500,000) for paving and (\$485,000) for equipment replacement
- New debt issuance of \$16,850,000 - \$12.0 million for School projects and \$4.85 million for City projects

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 2021 Proposed Budget includes one new State mandated position, three eliminated positions and two unfunded positions as follows:

	Position	Department
Eliminated	City Attorney	City Attorney
Eliminated	Senior Paralegal/Office Administrator	City Attorney
New	Assistant Commonwealth Attorney I	Commonwealth Attorney
Unfunded	Inspector I	Inspections
Eliminated	Office Assistant	Planning/Zoning
Unfunded	Business Retention & Expansion Manager	Economic Development

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 FY2021 allocation for equipment replacement will decrease by \$485,000 over the FY2020 allocation. Due to the necessary budget reductions, the FY2021 Proposed Budget does not include any equipment replacement.

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 of June 30, 2019 the capital reserve is \$1,300,000. As stated earlier, we project a healthy fund balance at the end of FY2020 of \$23.5 million (28.0% of General Fund expenditures). This reserve will allow the City to complete the Handley Library renovation project during FY2021 by using \$400,000 of fund balance.

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	\$ 396,000
• Personnel requests	1,060,400
• Operating requests	135,850
• Information Technology requests	435,051
• Capital Improvement projects	2,890,000

Total Unfunded Requests **\$ 4,917,301***

*5.0% of Original Budget Requests

Issues for the Future:

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

- Regional jails and detention centers
- K-12 education

City Manager's Message

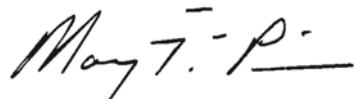
- Comprehensive Services Act/Social Services
- Reduction in revenue sharing funds from the State, specifically for paving
- Benefits and insurance for employees

Additional issues of concern as we look towards next year's budget and beyond is the desire for more capital projects to serve both the City and the Winchester Public School system. A more immediate need and one which will help our employees become more productive and efficient, is the 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 your 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 FY 2021 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,



Mary T. Price
Interim 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

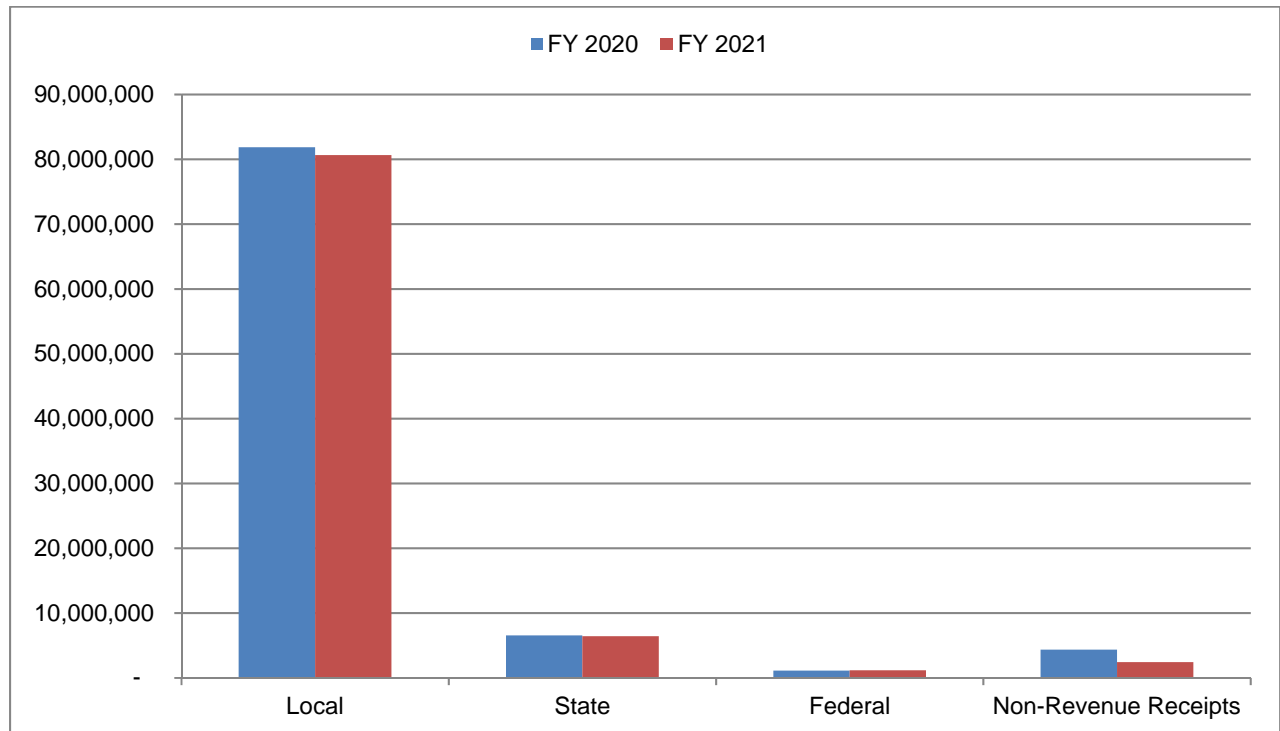
Revenue estimates are developed with a conservative and practical approach based on general economic conditions, historic experience, and expected changes in activities and services. A team consisting of the City Manager, the Treasurer, the Commissioner of the Revenue, the Chief Financial Officer, and 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:

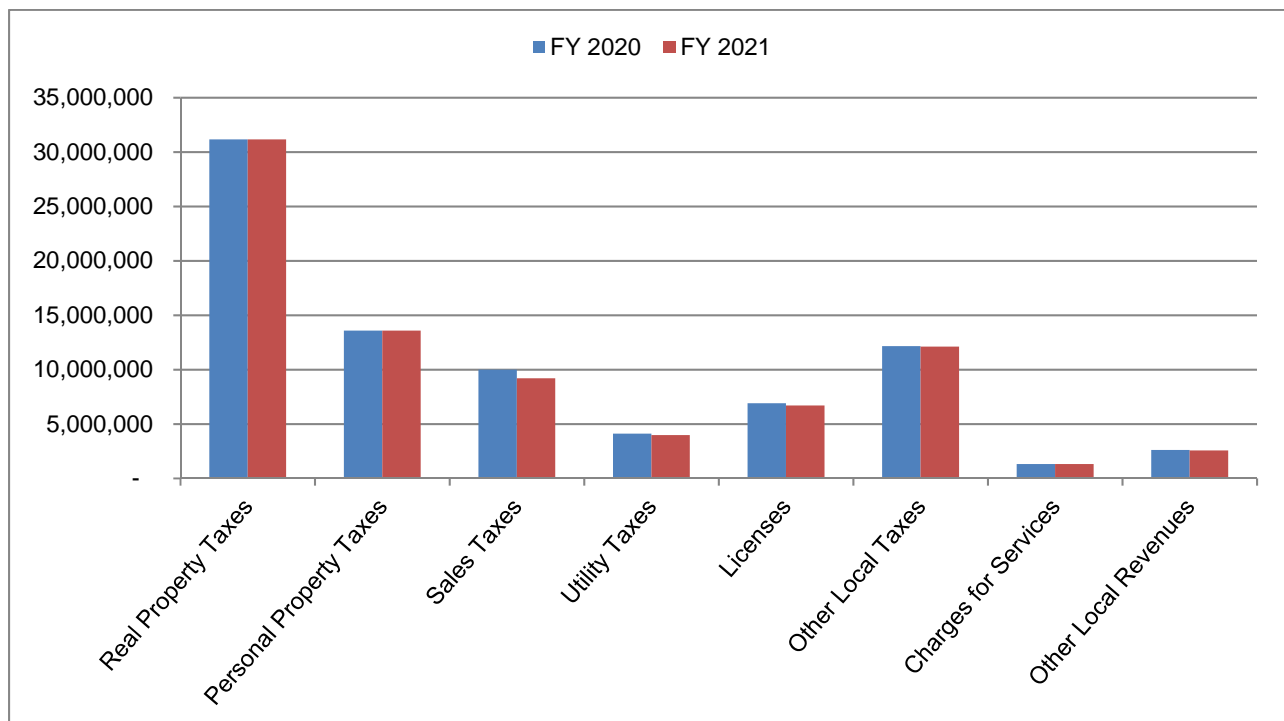
General Fund estimated revenues total \$90,672,000, a decrease of \$3,210,000 from the FY 2020 adopted budget. The following chart illustrates General Fund revenue increase for the City of Winchester. Revenues are divided into four categories: (1) Local, (2) State, (3) Federal, and (4) Non-Revenue Receipts. More detailed trend information for these four categories is presented in the following pages.

Budget Overview

General Fund Revenues by Source FY21 vs. FY20

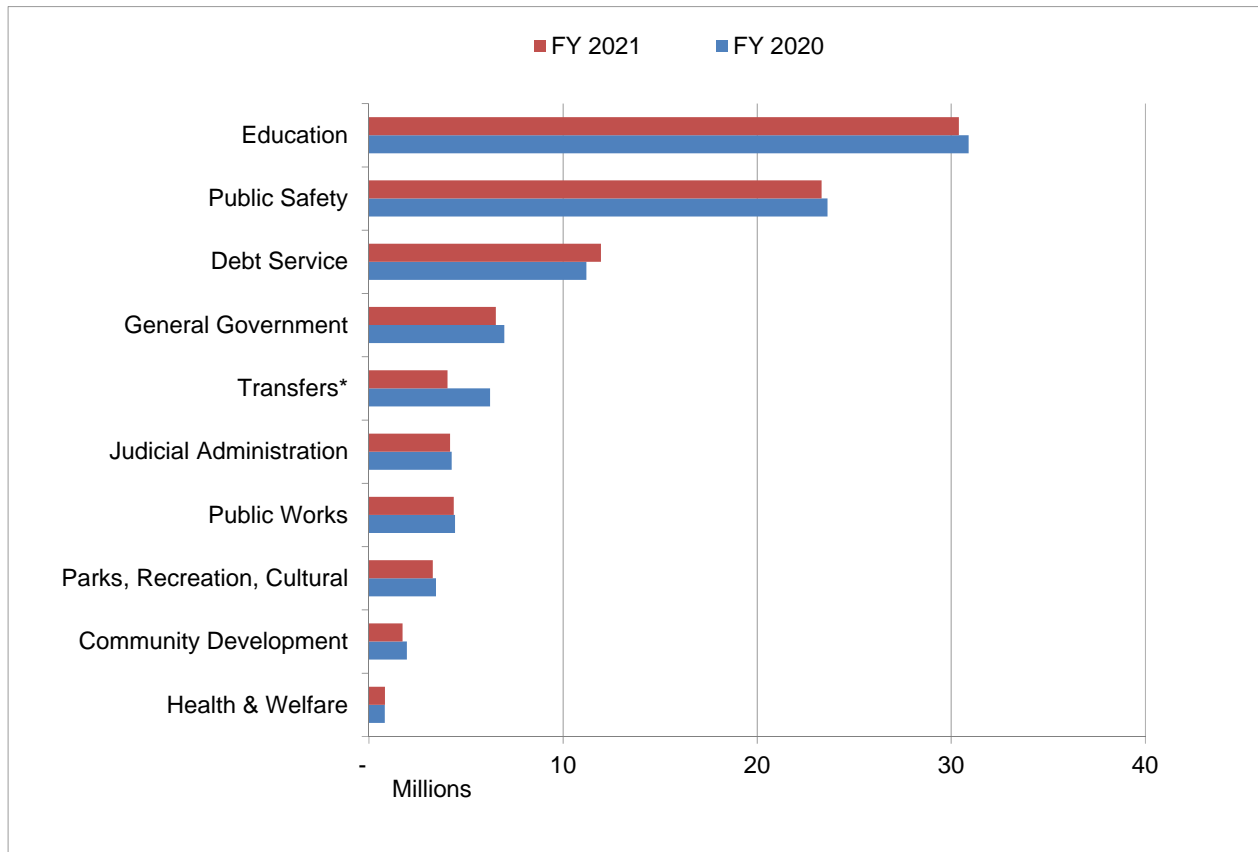


General Fund Local Revenues by Source FY21 vs. FY20



Budget Overview

General Fund Use of Funds FY21 vs. FY20



Major Local Revenue – Descriptions and Trend Data

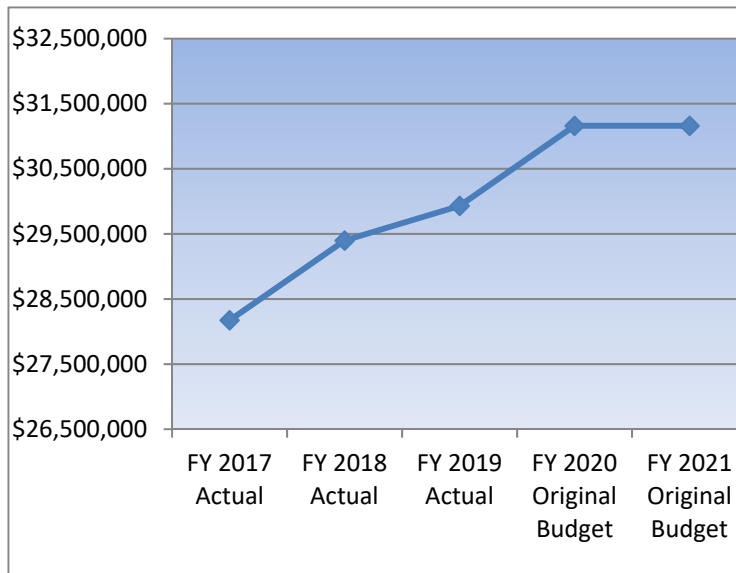
An analysis of changes in the major categories of revenue is as follows:

A. Local Taxes

Local taxes are the largest category of revenues for the City. Local taxes comprise 84.7% of all FY 2021 General Fund revenues. The local tax category is expected to decrease approximately 1.5% or \$1,180,000 compared to the adopted FY 2020 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 – \$0

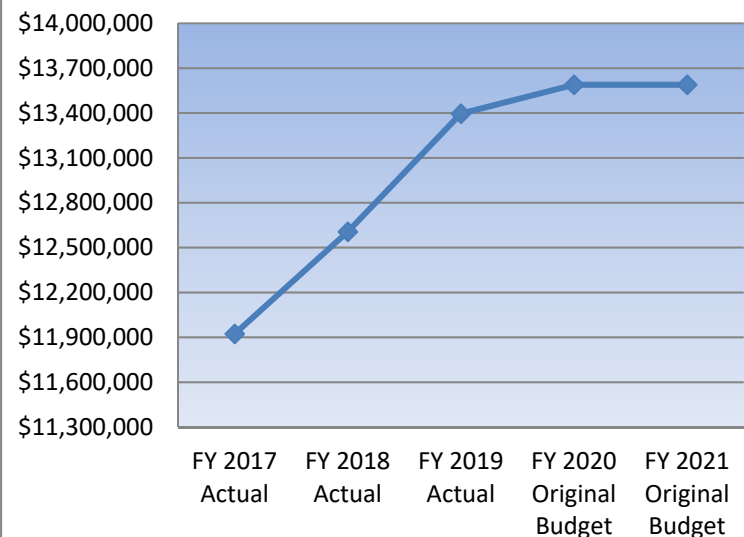


The real estate tax is the single largest source of revenues for the City of Winchester. Real property taxes are expected to remain the same as the FY 2020 adopted revenue budget as the real estate tax rate will remain same. Assessments to establish property values occur on a bi-annual calendar year 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 2021, the rate at which taxes on real property are assessed is \$0.93 per \$100 of assessed value.

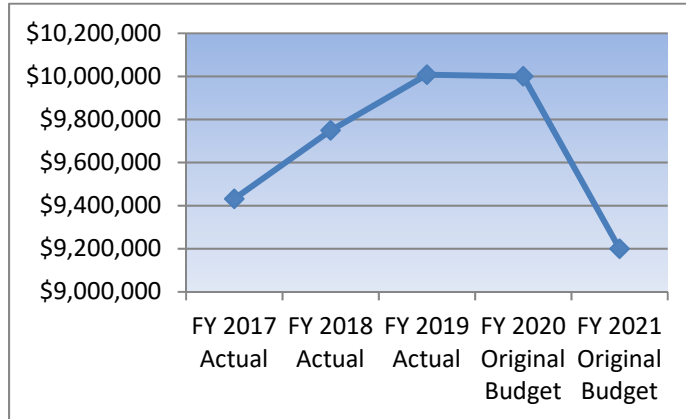
2. Personal Property Tax – \$0

Personal Property taxes are expected to increase 0% over the FY 2020 adopted revenue budget due to the uncertain economy at this time. 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

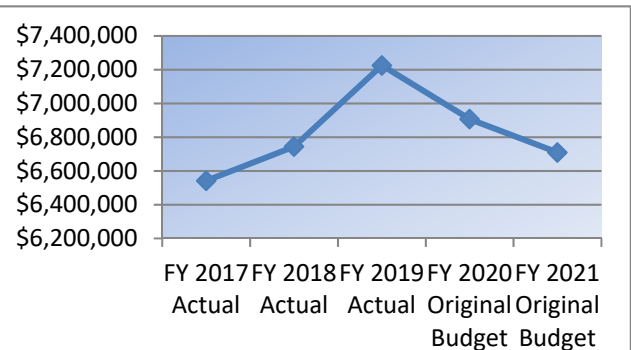
3. Sales Tax – \$(800,000)



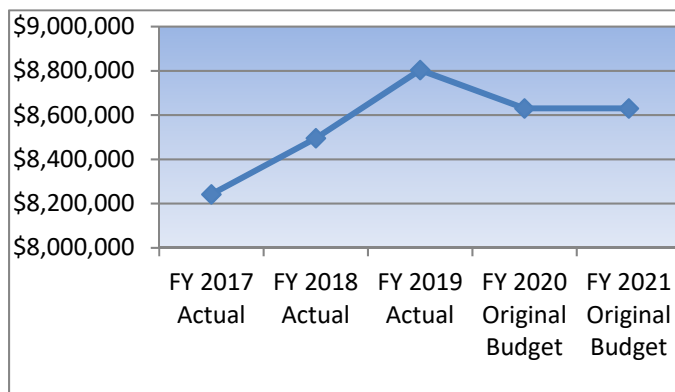
Sales tax is anticipated to decrease 8.0% over the FY 2020 adopted revenue budget due to the economic effects of COVID-19 virus. Sales Taxes are revenues received by the City from the 5.3 cent State sales tax generated within the City. Growth in this revenue has been positive the past few years and will continue to be strong as confidence in the economy improves.

4. Business and Professional License Tax - \$(198,000)

The business license tax revenue is expected to decrease 2.9% over the FY 2020 adopted revenue budget due to the economic effects of COVID-19 virus. The business license revenue increase is a good indicator that the local economy is strong and growing.



5. Meals Tax - \$0



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 0% over the FY 2020 revenue budget. Historically meals tax revenues increase each year; however, we are projecting a slowdown in revenue growth in meals tax due to the COVID-19 virus.

Budget Overview

B. Charges for Services/Miscellaneous

(\$41,600)

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 – \$2,000** – This category of revenue is comprised mainly of inspection fees and permits related to the construction industry.
2. **Charges for Services – \$0** – This category of revenue consists of fees for services, such as fire inspection, false alarm, and parks and recreation fees.
3. **Recovered Cost/Miscellaneous – \$(43,600)** – 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

(\$74,000)

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 8.4% of the total General Fund revenue budget. The FY 2021 revenue estimate is projected to decrease 1.0% from the FY 2020 adopted budget. The major categories of intergovernmental revenue are discussed as follows:

1. **Non-Categorical Aid – \$10,500** – 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 – \$0** – 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 – \$(84,500)** – 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 2020 for a Governor's Opportunity Fund grant for economic development.

Budget Overview

Special Revenue Fund Revenues

1. **Social Services Fund** – Estimated revenues for the Human Services Fund total \$10,026,000. Revenues are mainly comprised of state revenues of \$3,673,598, federal revenues of \$2,963,870 and General Fund support of \$3,176,600.
2. **Highway Maintenance Fund** – Estimated revenues of the Highway Maintenance Fund total \$3,389,000. Revenues are mainly comprised of state revenues of \$3,378,400.
3. **Transit Fund** – Estimated revenues of the Transit Fund total \$1,173,000. Revenues are comprised of \$111,500 charges for services, \$206,000 state revenues, \$530,800 federal revenues, and \$324,700 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 \$677,000 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 \$1,371,000 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 \$22,887,000. 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 \$25,469,000. 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 \$1,893,000. The revenues are comprised of billings to user funds and departments for equipment repairs and maintenance.

Budget Hierarchy

The City's FY 2021 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.
 - 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 two internal service funds, Equipment Operating Fund and Employee Benefits Fund.

Budget Overview

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

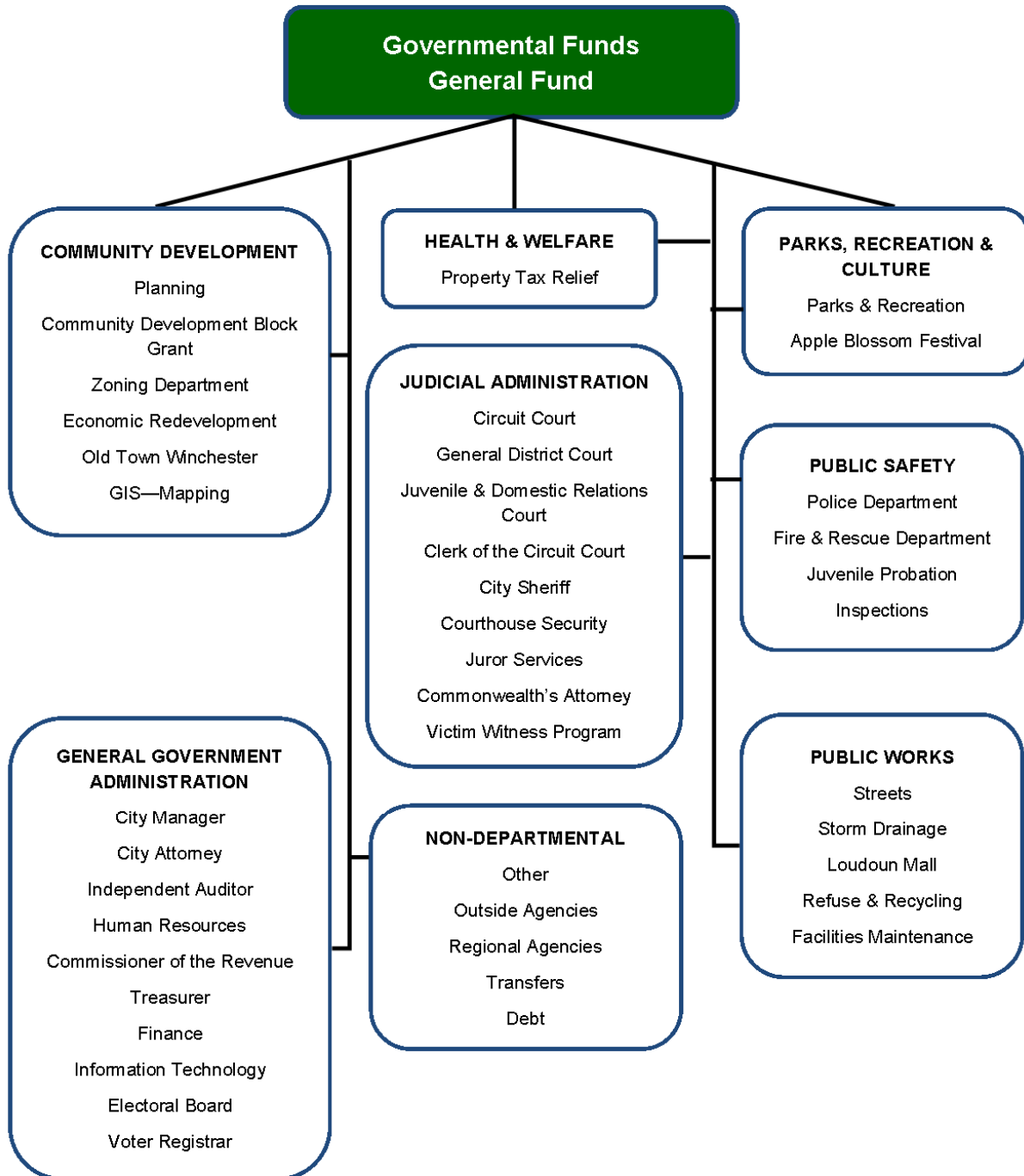
Budget expenditure sections (Departments and Divisions) are organized according to categories prescribed by the Commonwealth of Virginia's Auditor of Public Accounts. Departmental summaries may be found in the Budget Summary section of this document.

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.

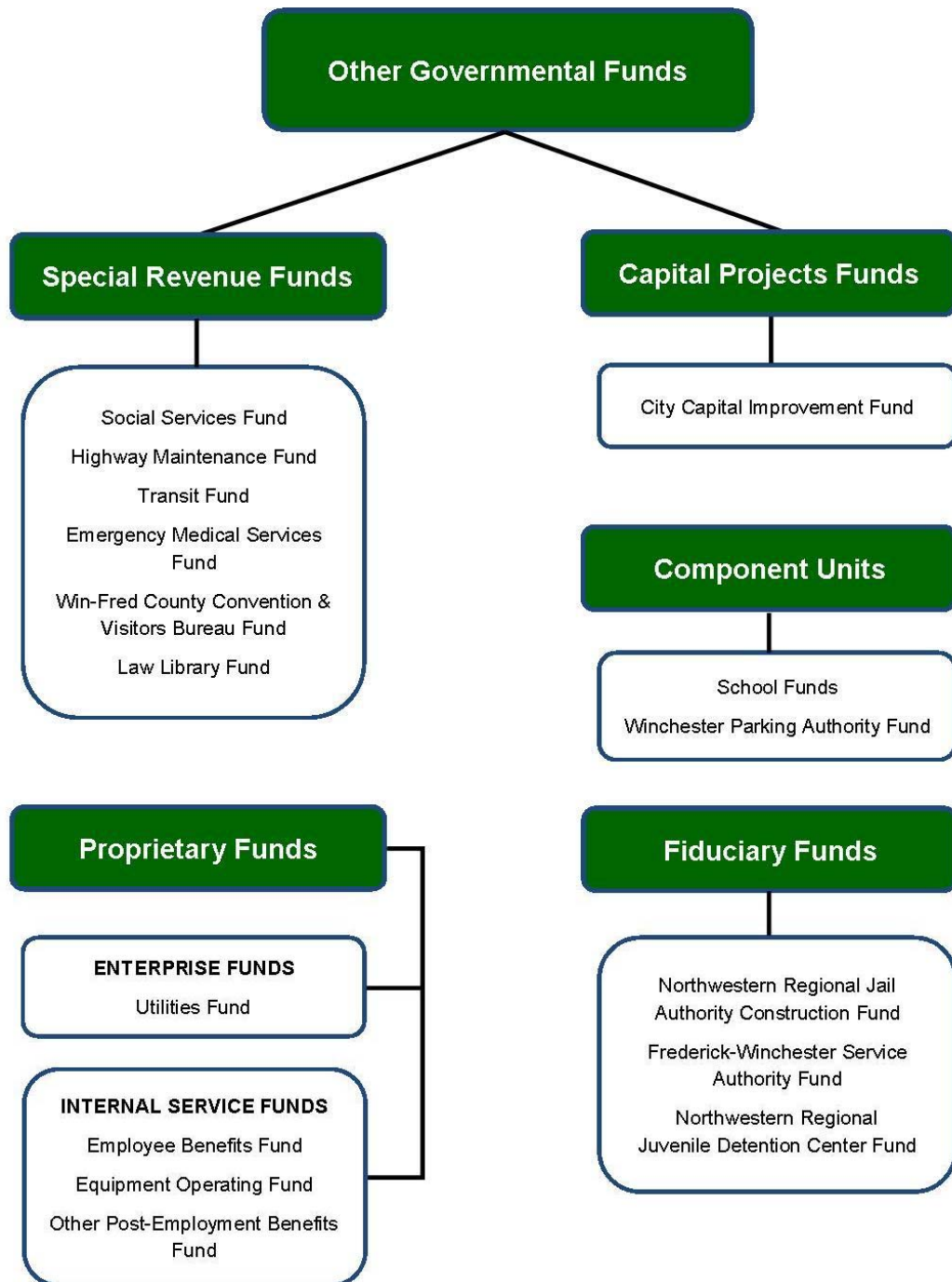
The budgeted expenditures within Division are delineated by Budget Line Items which further break down expenses into specific categories which is necessary to provide the City with the data needed to comply with its many reporting requirements. The City uses a fourteen-digit account number format where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

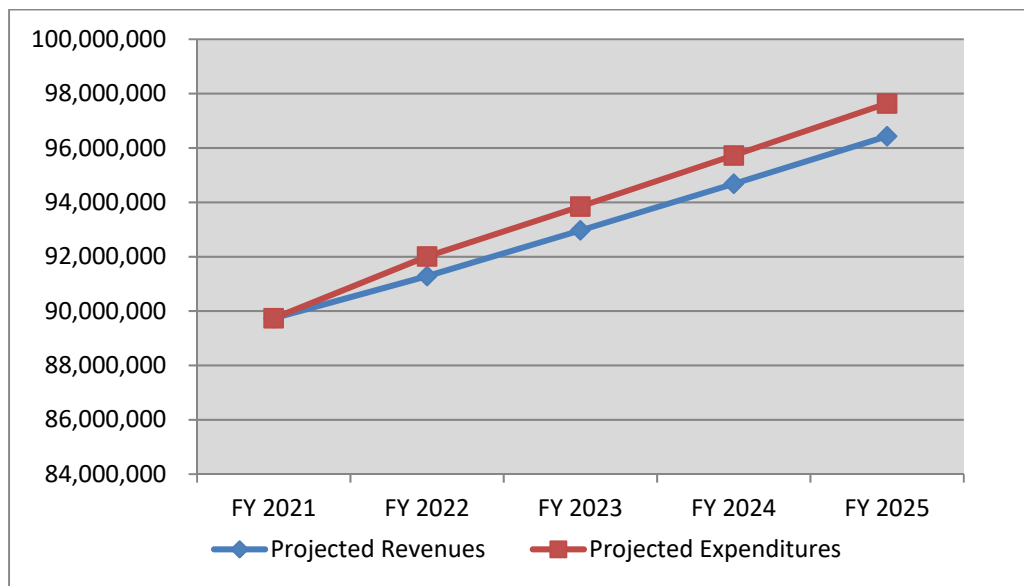
Long Range Planning

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 2040. 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 continued to experience modest Local Tax revenue growth in FY 2020 from Sales, Meals, Business License, and Personal Property taxes, until the COVID-19 pandemic. The City will continue to monitor revenues and expenditures and adjust as necessary to the changing environment. 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 2021 – FY 2025



Budget Overview

FY 2021 – 2025 Revenue Projections

Major Revenue Sources					
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Real Estate Tax	31,161,000	31,784,220	32,102,062	32,744,103	33,071,544
% change	0.0%	2.0%	2.0%	2.0%	2.0%
Personal Property Tax	13,588,900	13,792,734	14,068,588	14,349,960	14,636,959
% change	0.0%	2.0%	2.0%	2.0%	2.0%
Business License Taxes	6,709,500	6,843,690	6,980,564	7,120,175	7,262,579
% change	-2.9%	2.0%	2.0%	2.0%	2.0%
Sales Taxes	9,200,000	9,384,000	9,571,680	9,763,114	9,958,376
% change	-8.0%	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	0.0%	2.0%	2.0%	2.0%	2.0%
Other Revenues	20,447,000	20,644,573	21,196,018	21,438,642	22,011,520
% change	-5.7%	1.0%	2.7%	1.1%	2.7%
Total Revenues*	89,736,900	91,286,848	92,968,647	94,682,923	96,430,313
% change	-1.4%	1.7%	1.8%	1.8%	1.8%

*Less one-time fund balance usage.

These five revenue sources comprise approximately 76.4% of the General Fund's operating budget, not including one-time fund balance usage in FY 2021:

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. Due to the uncertain impact of COVID-19 we are not projecting any growth for FY 2021, we will continue to monitor and adjust mid-year as necessary. Growth projections are 2% 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.

Budget Overview

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

FY 2021 – 2025 Expenditure Projections

Major Expenditure Sources	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Local School Contribution	30,339,102	30,945,884	31,564,802	32,196,098	32,840,020
% change	-1.6%	2.0%	2.0%	2.0%	2.0%
Employee Salaries & Benefits	27,550,100	28,101,102	28,663,124	29,236,387	29,821,114
% change	-1.2%	2.0%	2.0%	2.0%	2.0%
Debt Service	11,956,800	12,674,208	12,927,692	13,186,246	13,449,971
% change	6.7%	6.0%	2.0%	2.0%	2.0%
NWRDC Regional Jail	4,872,834	4,970,291	5,069,696	5,171,090	5,274,512
% change	1.7%	2.0%	2.0%	2.0%	2.0%
Social Services/CSA	3,176,600	3,240,132	3,304,935	3,371,033	3,438,454
% change	10.1%	2.0%	2.0%	2.0%	2.0%
Other Expenditures	11,841,464	12,078,293	12,319,859	12,566,256	12,81,581
% change	-12.0%	2.0%	2.0%	2.0%	2.0%
Total Expenditures*	89,736,900	92,009,910	93,850,108	95,727,110	97,641,653
% change	-1.4%	2.5%	2.0%	2.0%	2.0%

*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 2.0% 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

Budget Overview

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.

Budget Overview

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.
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.

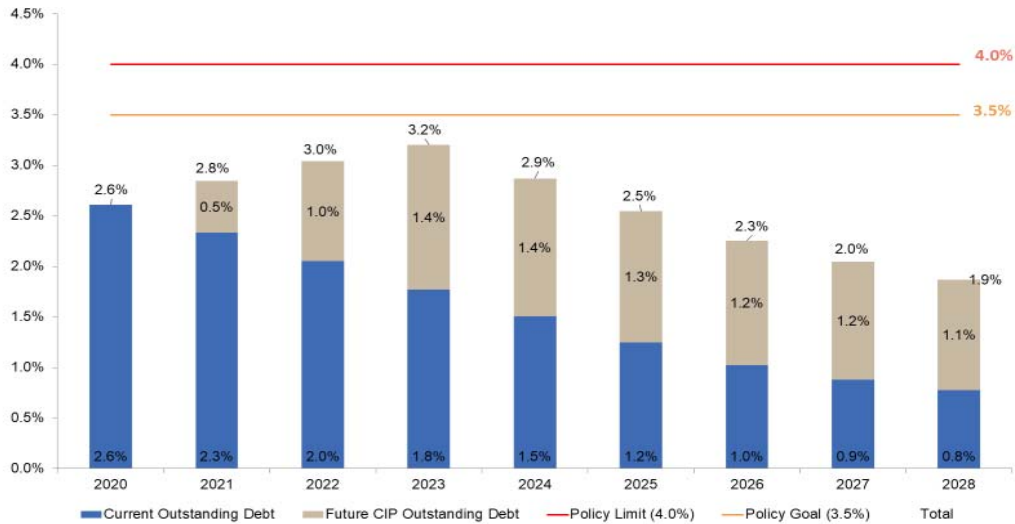
C. **Debt Management Policies**

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 % of Assessed Value



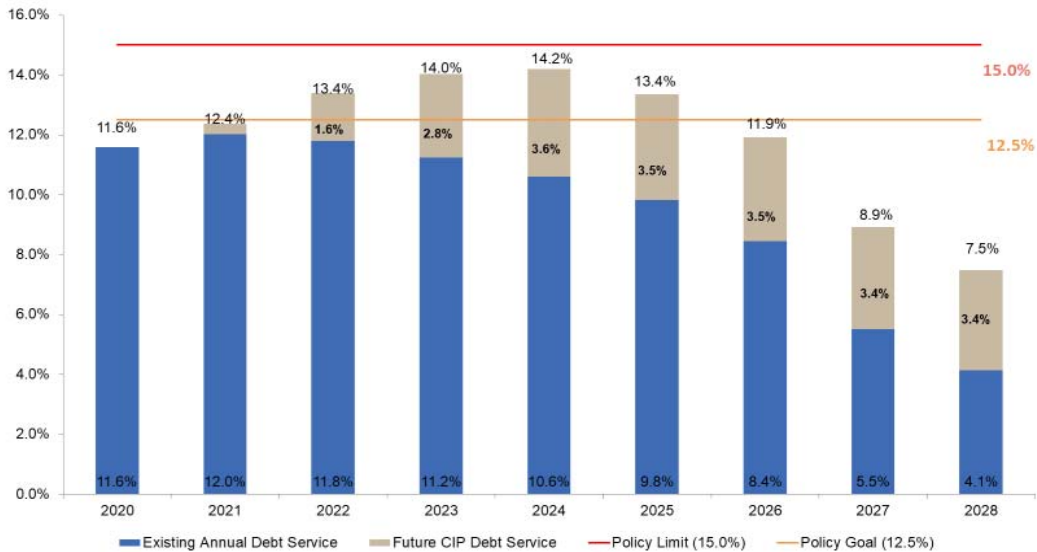
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Note: Assumes Assessed Value of \$3,212,249,424 for FY 2020 with 1% annual growth in AV thereafter.
Future CIP: \$16.9M in FY21, \$16.5M in FY22, \$16.2M in FY23

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Debt Service as a % of General Fund Expenditures



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Note: Assumes \$93,882,000 GF Expenditures in FY2020 and 1.72% annual growth in GF Expenditures thereafter.
Future CIP: \$16.9M in FY21, \$16.5M in FY22, \$16.2M in FY23.

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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 2021 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 2021

Month	City Council	City Administration
November 2019		All November - Budget development by City Departments November 1 - Budget Kickoff Meeting November 4-5 - NaviLine budget entry training for City Departments as requested
December 2019		All December - Continued budget development by City Departments December 31 - 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 2020		All January - Department budget requests reviewed by Finance
February 2020		February 1 - 15 - City Manager reviews budget requests with Department Directors, including CIP, ITP and Equipment Replacement Plans
March 2020	March 10 - FY 2021 Budget Options and Winchester Public Schools FY 2021 Budget Presentation to City Council March 24 - FY 2021 Budget Options and Tax Rate Ordinance Presentation	All March - City Manager and Finance develop draft budget March 18 - Real Estate Not to Exceed Tax Rate Ad published in the newspaper
April 2020	April 14 - FY 2021 City Manager Proposed Budget Presentation and First Reading of the Real Estate Tax Rate Ordinance April 28 - Second Reading, Public Hearing and Adoption of Real Estate Tax Rate Ordinance - First Reading of the FY 2021 Budget Ordinance	April 1 - 13 - City Manager finalizes FY 2021 budget recommendations April 21 - Planning Director submits Five-Year CIP to Planning Commission for recommendation
May 2020	May 12 - Second Reading, Public Hearing and Adoption of the FY 2021 Budget	May 4 - FY 2021 Budget Ad published in newspaper
June 2020		June 30 - FY 2021 Adopted Budget available on City Website

Budget Overview

City-wide staffing changes and authorizations from FY 2019 to FY 2021 are shown in the following table. There were 5 new position requests from staff for the FY 2020 budget, 1 new position was approved, and three positions were eliminated for a net decrease of 2 positions. There are two authorized but unfunded positions in FY 2021.

FY 2021 Summary of Classified Employee Authorizations and Changes						
Division	Department	FY 2019 Positions Authorized	FY 2020 Positions Authorized	FY 2021 Positions Authorized	Change	Comments
General Fund						
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	2.00	0.00	Eliminated 2 FT positions	
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	10.00	10.00	None	
1321	Office of Elections	2.00	2.00	2.00	None	
2111	Circuit Court	1.00	1.00	1.00	None	
2161	Clerk of Circuit Court	8.00	8.00	8.00	None	
2171	Sheriff	15.00	14.00	14.00	None	
2173	Courthouse Security	2.00	2.00	2.00	None	
2211	Commonwealth Attorney	16.00	16.00	17.00	1 FT position added	
2223	Victim Witness	2.00	2.00	2.00	None	
3111	Police	87.00	89.00	89.00	None	
3172	Police Grants	1.00	1.00	1.00	None	
3211	Fire & Rescue	62.00	63.00	63.00	None	Requested 3 new positions (not approved)
3421	Inspections	7.50	7.50	7.50	1 FT position unfunded	
3551	Emergency Management	2.00	2.00	2.00	None	1 FT shared with 8111
3572	ECC	15.00	15.00	15.00	None	Requested 1 new position (not approved)
4121	Streets	1.00	1.00	1.00	None	
4231	Refuse	18.0	18.0	18.0	None	
4322	JJC	3.00	3.00	3.00	None	

Budget Overview

FY 2021 Summary of Classified Employee Authorizations and Changes						
Division	Department	FY 2019 Positions Authorized	FY 2020 Positions Authorized	FY 2021 Positions Authorized	Change	Comments
4324	Facilities Maintenance	16.00	16.00	16.00	None	
7111	P&R Supervision	4.00	4.00	4.00	None	
7115	Special Events	1.00	1.00	1.00	None	
7121	P&R Maintenance	8.00	8.00	8.00	None	
7125	Community Rec	1.00	1.00	1.00	None	
7133	P&R Indoor Pool	2.00	2.00	2.00	None	
7135	War Memorial	2.00	2.00	2.00	None	
7137	Child Care	3.00	3.00	3.00	None	
7138	P&R Athletics	2.00	2.00	2.00	None	
8111	Planning	3.00	3.00	2.50	0.5 FT eliminated	1 FT shared with 3421
8141	Zoning	2.50	2.50	2.00	0.5 FT eliminated	
8151	Development Services	3.00	5.00	5.00	1 FT unfunded	
8171	Old Town Winchester	2.00	0.00	0.00	None	
8181	GIS	1.00	1.00	1.00	None	
Total General Fund		336.00	338.00	336.00		
Social Services						
5311	Welfare Administration	51.00	51.00	51.00	None	
5327	Housing Assistance	2.00	2.00	2.00	None	
Total Social Services		53.00	53.00	53.00		
Highway Maintenance						
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	6.00	6.00	6.00	None	
4151	Arborist	2.00	2.00	2.00	None	
Total Highway Maintenance		25.00	25.00	25.00		
Transit Fund						
4611	Fixed Route	9.00	11.00	11.00	None	
4612	Paratransit	3.00	3.00	3.00	None	
Total Transit		12.00	14.00	14.00		

Budget Overview

FY 2021 Summary of Classified Employee Authorizations and Changes						
Division	Department	FY 2019 Positions Authorized	FY 2020 Positions Authorized	FY 2021 Positions Authorized	Change	Comments
Emergency Medical Services Fund						
3231	EMS	11.00	11.00	11.00	None	
Total EMS		11.00	11.00	11.00		
Win-Fred CVB Fund						
8153	Tourism	2.00	2.00	2.00	None	
Total WFCVB		2.00	2.00	2.00		
Winchester Parking Authority						
4701	Parking	5.00	5.00	5.00	None	
4706	Parking Control	1.00	2.00	2.00	None	
Total WPA		6.00	7.00	7.00		
Utilities Fund						
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	22.50	35.50	35.50	None	1 FT shared with 4801
4805	Mechanical & Electrical	4.00	4.00	4.00	None	
4810	Engineering	3.00	3.00	3.00	None	
Total Utilities		47.50	60.50	60.50		
Equipment Fund						
1252	Automotive	9.00	9.00	9.00	None	
Total Equipment Fund		9.00	9.00	9.00		
Frederick-Winchester Service Authority						
4811	FWSA	27.50	28.50	28.50	None	1 FT shared with 4802
4812	FWSA	2.00	2.00	2.00	None	
Total FWSA		29.50	30.50	30.50		
Juvenile Detention Center Fund						
3323	Juvenile Detention	35.00	35.00	35.00	None	
Total JDC		35.00	35.00	35.00		
Total All Funds		566.00	585.00	583.00		

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. 2019*	637

*Includes Part-time employees.

Physiographic

Land Area – Square Miles	9.3 sq. miles
Paved – Lane Miles	223.7 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 (2019)

Valley Health System
Shenandoah University
Wal-Mart
Ignite Holdings, LLC.
O'Sullivan Films, Inc.
Home Instead

Taxes

Real Estate Tax Rate

CY 2020:	\$0.93
CY 2019:	\$0.93

Personal Property Tax Rate

CY 2020 Personal/Business:	\$4.80/\$4.50
CY 2019 Personal/Business:	\$4.80/\$4.50

City Finances – Bond Rating

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

Population

2020 (est.) U.S. Census	28,705
2010 U.S. Census	26,203
1990 U.S. Census	21,947

Population Percent Change (2010-2020)

Winchester	9.5%
Virginia	9.3%

Age (2020 est.)

Persons under 18 years	26.8%
Persons 19-64	57.0%
Persons 65 years and over	16.2%

Race and Ethnicity (2020 est.)

White	58.2%
Hispanic or Latino	25.7%
Asian	3.1%
Black	9.9%
Two or more races	3.1%

Unemployment

	Mar 2020	Mar 2019
City of Winchester	3.3%	3.0%
Virginia	3.3%	3.0%
United States	4.5%	3.9%

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 28.1% of the employment followed by Retail Trade with 16.8%, and Government with 11.0%. The following is a listing of major industries and the number of employed in those sectors for the 4th quarter of 2019 in the City of Winchester.

Industry Group	Employees
Health Care and Social Assistance	7,201
Retail Trade	4,294
Government	2,809
Accommodation and Food Services	2,715
Manufacturing	1,353
Educational Services	1,290
Management of Companies and Enterprises	1,247
Administrative and Support and Waste Management	961
Professional, Scientific, and Technical Service	824
Other Services (except Public Administration)	687
Finance and Insurance	639
Real Estate and Rental and Leasing	358
Wholesale Trade	346
Arts, Entertainment, and Recreation	286
Transportation and Warehousing	266
Construction	260
Information	89

Source: Virginia Employment Commission

Budget Overview

City of Winchester Principal Property Taxpayers

	December 31, 2019		
	Taxable Assessed <u>Value</u>	<u>Rank</u>	Percentage of Total Taxable Assessed <u>Value</u>
Mayflower Apple Blossom LP	\$ 49,411,400	1	1.58%
TSO Winchester Station LP	24,010,600	2	0.77%
PDK Winchester LC	20,989,400	3	0.67%
Rubbermaid Commercial Prod Inc.	20,389,000	4	0.65%
Canterbury Hill LLC	20,180,700	5	0.64%
Wal-Mart Realty Company	20,004,500	6	0.64%
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>\$ 219,119,700</u>		<u>7.01%</u>

Economic Condition and Outlook

Winchester's economy continues to show signs of continued growth in a robust and diverse manner. 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 58,961. 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 Administrative and Support seeing growth of 1.0, 12.8 and 3.9% respectively the economy is seeing continued diversification and lessened reliance on single employers/industry sectors. The Health Care and Social Assistance as an employment sector, counts for roughly 15.2% 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 8,981 for the region.



Additionally, employment in the Accommodation and Food Service industry showed continued growth of 1.8% in the Winchester, MSA in the last year with 4,936 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

Recent Developments

The outbreak of COVID-19, a respiratory disease caused by a new strain of coronavirus, has been declared a pandemic by the World Health Organization and resulted in the declaration of a state of emergency for the Commonwealth of Virginia on March 12, 2020, and a national emergency on March 13, 2020. The Interim City Manager declared a local state of emergency on March 17, 2020.

The COVID-19 outbreak and measures implemented to contain its spread are altering business operations and citizens' behavior in a manner that is having negative effects on the global and local economies, including the City's. The Governor issued a stay at home order in March 2020 that included a ban of indoor and outdoor gatherings of 10 or more people, closed dining establishments except for take-out services, closed public access to recreational and entertainment businesses and ordered K-12 schools, public and private, and higher education institutions to stop all in-person instruction for the remainder of the 2019-2020 school year. On May 4, 2020, the Governor announced Phase One of a safer at home order that will allow limited business re-openings effective May 15, 2020, unless the plan is amended. Phase One continues the prohibition of gatherings of more than 10 people, advises social distancing and teleworking, and recommends face coverings in public but eases restrictions on businesses and faith communities.

It is difficult to predict the full impact of the outbreak on the City's economy and operations. The City has updated departmental procedures to enhance the safety of employees and citizens while continuing to provide essential services. In the current fiscal year, the City has identified savings in every department to help offset the decline in revenues and has instituted a hiring freeze for non-public safety positions. In developing the fiscal year 2021 budget, the City has incorporated reductions in estimates for revenue streams most affected by the COVID-19 outbreak, including property, sales, admissions, meals and lodging taxes, and will continue to closely monitor the effects of the virus on current and future budgets. In addition, the City has delayed some capital improvement projects, including paving and sidewalks until further notice. The City secured a \$10 million line of credit to ensure the City has sufficient liquidity throughout calendar year 2020 in case revenues are insufficient to meet its payment obligations. The City does not currently intend to make any draws under the facility but established the line of credit as a precautionary measure given the uncertain duration and effect of the COVID-19 outbreak.

While the Common Council adopted the fiscal year 2021 budget on May 12, 2020, City staff and the Common Council will continue to monitor the financial and operating effects of the outbreak and evaluate the need for future adjustments to the budget. In addition, on May 19, 2020, the Common Council voted to accept a block grant of approximately \$2.5 million under the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act. The City is required to use any such grant moneys for COVID-19 related expenses and is currently developing a plan for their use.

There can be no assurance that the executive orders issued to mitigate the effects of COVID-19 will not be extended for a longer duration, or that additional executive orders and mandates will not be issued in order to continue to mitigate the effects of the

Budget Overview

pandemic. All of the short-term and long-term effects of the COVID-19 pandemic on the economies of the United States, the Commonwealth and the City cannot be determined at this time, and such effects may be materially adverse to the operating and financial conditions of the United States, the Commonwealth and the City.

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 28,705. Winchester's regional labor force participation rate (civilian population 16 years old and over) stands at 64.3% percent of the population, or 14,253 people. Of individuals 25 to 64 years old in Winchester, 35.0% have a bachelor's degree or higher which compares with 32.9% 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 41,000.



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.

Budget Overview



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. Over the past year, Valley Health has shown additional commitment to growth of and excellence in healthcare offerings in Winchester by investing \$30 million in a medical office building on their Winchester campus. 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 and began the development of 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 4,000 students. These students participate in more than 200 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 Belk, J.C. Penney, and AMC Classic Cinema 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 Fund	Special Revenue Funds	Capital Improvement Fund	Winchester Parking Authority	School Funds
Revenues					
General Property Taxes	44,749,900				
Other Local Taxes	32,008,000				
Permits, privilege fees	381,700				
Fines & forfeitures	125,000			130,000	
Use of money & property	257,000	8,600			93,500
Charges for services	1,315,900	1,309,500		1,238,000	6,829,791
Miscellaneous	941,300	526,500		3,000	595,000
Recovered costs	868,600				
Intergovernmental					
Commonwealth	6,416,500	7,455,430	5,387,000		28,944,657
Federal	1,173,000	3,498,670			7,009,560
Sale of Bonds			17,100,000		
Transfers In	1,500,000	3,651,800	400,000		47,537,928
Fund Balance	935,100	14,500			2,120,000
Total revenues	90,672,000	16,465,000	22,887,000	1,371,000	93,130,436
Expenditures					
General government administration	6,537,756				
Judicial administration	4,177,875	50,000			
Public safety	23,322,692	1,150,000		103,600	
Public works	4,371,000	4,562,000	10,637,000	746,400	
Health & Welfare	825,252	10,026,000			
Education	30,403,848				88,864,545
Parks, recreation, and culture	3,288,820				
Community development	1,736,157	677,000			
Transfers Out	4,051,800		12,000,000		4,265,891
Debt service	11,956,800		250,000	521,000	
Total expenditures	90,672,000	16,465,000	22,887,000	1,371,000	93,130,436

Revenue & Expenditure Summary by Fund

Enterprise Funds	Internal Service Funds	Fiduciary Funds	Total All Funds	Transfers Other Funds	Grand Total Less Transfers
			44,749,900		44,749,900
			32,008,000		32,008,000
			381,700		381,700
			255,000		255,000
40,000	8,000	12,000	419,100		419,100
25,427,000		9,767,073	45,887,264		45,887,264
2,000			2,067,800		2,067,800
	2,368,300	68,025	3,304,925		3,304,925
			-		-
		807,902	49,011,489		49,011,489
		20,000	11,701,230		11,701,230
			17,100,000		17,100,000
			53,089,728	(53,089,728)	-
37,300,000	374,700		40,744,300		40,744,300
62,769,000	2,751,000	10,675,000	300,720,436	(53,089,728)	247,630,708
	2,751,000		9,288,756		9,288,756
			4,227,875		4,227,875
		3,119,000	27,695,292		27,695,292
48,801,000		6,341,000	75,458,400		75,458,400
			10,851,252		10,851,252
			119,268,393	(31,272,037)	87,996,356
			3,288,820		3,288,820
			2,413,157		2,413,157
1,500,000			21,817,691	(21,817,691)	-
12,468,000		1,215,000	26,410,800		26,410,800
62,769,000	2,751,000	10,675,000	300,720,436	(53,089,728)	247,630,708

Revenues, Expenditures and Changes in Fund Balance

General Fund

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Projected FY 2020	Projected FY 2021
Revenues					
General Property Taxes	40,096,166	42,004,425	43,326,891	44,100,000	44,749,900
Other Local Taxes	32,064,070	32,848,997	33,590,323	30,100,000	32,008,000
Permits, privilege fees	406,597	374,275	366,388	370,000	381,700
Fines & forfeitures	80,424	151,034	124,210	125,000	125,000
Revenues from use of money & property	198,355	218,338	441,864	350,000	257,000
Charges for services	1,384,426	1,304,251	1,307,749	1,210,000	1,315,900
Miscellaneous	1,021,672	985,127	957,860	865,000	941,300
Recovered costs	711,548	794,655	753,098	700,000	868,600
Intergovernmental					
Commonwealth	6,161,126	6,452,542	6,635,948	6,810,000	6,416,500
Federal	532,676	434,251	582,659	540,000	1,173,000
Total revenues	82,657,060	85,567,895	88,086,990	85,170,000	88,236,900
Expenditures					
General government administration	5,278,350	5,761,070	6,102,281	6,417,000	6,537,756
Judicial administration	3,646,583	3,858,775	3,955,867	4,050,728	4,177,875
Public safety	20,193,404	21,361,874	22,103,127	21,234,000	23,322,692
Public works	3,635,675	3,777,203	4,014,706	3,993,930	4,371,000
Health & Welfare	831,790	753,218	770,747	772,626	825,252
Education	29,222,718	30,208,188	30,516,542	30,339,102	30,403,848
Parks, recreation, and culture	3,037,578	3,063,164	3,195,797	3,281,699	3,288,820
Community development	2,054,871	1,404,080	1,565,316	1,753,194	1,736,157
Capital Outlay	686,729	979,645	914,879	800,000	-
Debt service	10,704,586	10,302,749	10,758,029	11,204,000	11,956,800
Total expenditures	79,292,284	81,469,966	83,897,291	83,846,279	86,620,200
Excess (deficiency) of revenues over (under) expenditures	3,364,776	4,097,929	4,189,699	1,323,721	1,616,700
Other Financing Sources (Uses)					
Sale of property	795,000	3,443	5,117	-	-
Insurance recoveries	51,170	32,996	106,450	-	-
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	1,500,000	1,524,000	1,518,000	1,500,000
Transfers out	(3,851,618)	(4,395,255)	(5,391,933)	(6,376,000)	(4,051,800)
Total other financing sources & uses	(1,405,448)	(2,598,837)	(3,756,366)	(4,858,000)	(2,551,800)
Net change in fund balances	1,959,328	1,499,092	433,333	(3,534,279)	(935,100)
Beginning fund balance	23,128,383	25,087,711	26,586,803	27,020,136	23,485,857
Ending fund balance	25,087,711	26,586,803	27,020,136	23,485,857	22,550,757
Percent Change	8.5%	6.0%	1.6%	-13.1%	-4.0%

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 FY2021 unassigned fund balance is 20.4% of the General Fund expenditures.



Revenues, Expenditures and Changes in Fund Balance

Capital Improvement Fund

	Actual FY 2017	Actual FY 2018	Actual FY 2019	Projected FY 2020	Budget FY 2021
Revenues					
Revenues from use of money & property	68,106	104,440	77,033	75,000	-
Recovered costs	356,983	689,673	390,235	31,151	1,509,000
Intergovernmental					
Frederick County	-	-	-	257,019	-
Commonwealth	524,184	949,014	744,758	650,000	6,456,000
Federal	343,456	311,074	154,721	25,000	250,000
Total revenues	1,292,729	2,054,201	1,366,747	1,108,424	8,215,000
Expenditures					
Judicial administration	-	-	-	-	-
Public safety	-	-	-	-	-
Public works	-	-	-	-	-
Health & Welfare	-	-	-	-	-
Parks, recreation, and culture	-	-	-	-	-
Education	-	-	-	-	-
Community development	-	-	-	-	-
Capital Outlay	4,037,473	7,262,679	5,683,257	5,061,099	16,355,000
Bond issuance costs	55,800	-	23,720	-	-
Total expenditures	4,093,273	7,262,679	5,706,977	5,061,099	16,355,000
Excess (deficiency) of revenues over (under) expenditures	(2,800,544)	(5,208,478)	(4,340,230)	(3,952,675)	(8,140,000)
Other Financing Sources (Uses)					
Proceeds from bond issuance	7,400,000	-	1,000,000	-	16,500,000
Proceeds from premium on bond issuance	-	-	-	-	-
Transfers in	353,618	412,705	1,223,541	1,500,000	2,140,000
Transfers out	-	-	-	-	(10,500,000)
Total other financing sources & uses	7,753,618	412,705	2,223,541	1,500,000	8,140,000
Net change in fund balances	4,953,074	(4,795,773)	(2,116,689)	(2,452,675)	-
Beginning fund balance	3,488,073	8,441,147	3,645,374	3,645,374	1,192,699
Ending fund balance	8,441,147	3,645,374	1,528,685	1,192,699	1,192,699
Percent Change	142.0%	-56.8%	-58.1%	-67.3%	0.0%

The City issued bonds in FY 2020 which will be used in FY 2020 and FY 2021 to complete ongoing projects.

Revenues, Expenditures and Changes in Fund Balance

Non-Major Governmental Funds

Non-major Governmental Funds	Actual FY 2017	Actual FY 2018	Actual FY 2019	Projected FY 2020	Projected FY 2021
Revenues					
Revenues from use of money & property	8,619	8,676	11,663	8,600	8,600
Charges for services	1,403,588	1,285,492	1,274,995	1,207,500	1,309,500
Miscellaneous	104,085	99,794	74,981	507,500	376,000
Intergovernmental					
Frederick County	150,000	150,500	150,500	100,500	150,500
Commonwealth	6,849,490	7,421,113	7,367,241	7,743,998	7,455,430
Federal	3,560,144	3,290,586	3,297,952	3,475,302	3,498,670
Total revenues	12,075,926	12,256,161	12,177,332	13,043,400	12,798,700
Expenditures					
Judicial administration	27,262	45,897	48,873	50,000	50,000
Public safety	1,258,910	1,125,000	1,144,715	1,150,000	1,150,000
Public works	5,141,065	4,899,259	5,394,471	5,756,000	4,562,000
Health & Welfare	8,132,564	9,436,405	9,298,110	9,585,000	10,026,000
Parks, recreation, and culture	-	-	-	-	-
Community development	359,545	379,339	365,397	658,000	677,000
Capital Outlay	756,538	313,716	362,210	-	-
Total expenditures	15,675,884	16,199,616	16,613,776	17,199,000	16,465,000
Excess (deficiency) of revenues over (under) expenditures	(3,599,958)	(3,943,455)	(4,436,444)	(4,155,600)	(3,666,300)
Other Financing Sources (Uses)					
Transfers in	3,498,000	3,982,550	4,168,392	4,105,300	3,651,800
Transfers out	-	-	-	-	-
Total other financing sources & uses	3,498,000	3,982,550	4,168,392	4,105,300	3,651,800
Net change in fund balances	(101,958)	39,095	(268,052)	(50,300)	(14,500)
Beginning fund balance	979,501	877,543	916,638	648,586	598,286
Ending fund balance	877,543	916,638	648,586	598,286	583,786
Percent Change	-10.4%	4.5%	-29.2%	-7.8%	-2.4%

Revenues, Expenditures and Changes in Fund Balance

Internal Service Funds

Internal Service Funds	Actual FY 2017	Actual FY 2018	Actual FY 2019	Projected FY 2020	Budget FY 2021
Operating Revenues					
Charges for services	2,560,521	2,166,522	2,313,604	2,332,000	2,743,000
Total operating revenues	2,560,521	2,166,522	2,313,604	2,332,000	2,743,000
Operating Expenses					
Personal services	998,703	615,831	731,812	912,700	862,700
Contractual services	396,657	481,182	320,635	326,800	340,200
Other supplies and expenses	714,020	823,676	939,034	651,500	962,200
Insurance claims and expenses	419,427	477,464	495,005	475,000	585,900
Depreciation	5,111	5,111	10,156	5,000	-
Total operating expenses	2,533,918	2,403,264	2,496,642	2,371,000	2,751,000
Excess (deficiency) of revenues over (under) expenditures	26,603	(236,742)	(183,038)	(39,000)	(8,000)
Nonoperating revenues (expenses)					
Investment earnings	4,685	4,685	10,365	6,000	8,000
Loss on disposal of capital assets	-	1,646	-	-	-
Total nonoperating revenues (expenses)	4,685	6,331	10,365	6,000	8,000
Income (Loss) before transfers & contributions	31,288	(230,411)	(172,673)	(33,000)	-
Transfers out	-	-	(124,000)	(118,000)	-
Change in net assets	31,288	(230,411)	(296,673)	(151,000)	-
Beginning net assets, as restated	2,096,742	1,849,543	1,619,132	1,322,459	1,171,459
Ending net assets	2,128,030	1,619,132	1,322,459	1,171,459	1,171,459
Percent Change	1.5%	-12.5%	-18.3%	-11.4%	0.0%

The Employee Benefits fund is projected to use \$151,000 of fund balance in FY20 to fund employee benefits.

Revenues, Expenditures and Changes in Fund Balance

Enterprise Funds

Enterprise Funds	Actual FY 2017	Actual FY 2018	Actual FY 2019	Projected FY 2020	Budget FY 2021
Operating Revenues					
Charges for services	23,901,564	23,120,840	24,513,908	26,027,000	25,427,000
Miscellaneous	9,299	18,393	39,196	5,000	2,000
Recovered costs	4,992,506	5,672,448	6,579,346	7,000,000	37,300,000
Total operating revenues	28,903,369	28,811,681	31,132,450	33,032,000	62,729,000
Operating Expenses					
Personal services	3,811,993	3,916,671	4,728,895	5,267,476	4,033,000
Contractual services	4,565,497	5,045,115	6,083,767	6,500,000	38,445,700
Other supplies and expenses	4,822,402	5,260,112	5,757,560	4,800,000	6,322,300
Depreciation	5,276,285	5,314,675	5,364,668	5,300,000	-
Total operating expenses	18,476,177	19,536,573	21,934,890	21,867,476	48,801,000
Excess (deficiency) of revenues over (under) expenditures	10,427,192	9,275,108	9,197,560	11,164,524	13,928,000
Nonoperating revenues (expenses)					
Intergovernmental:					
Federal	269,203	269,348	270,721	265,000	
Investment earnings	4,443	105,567	957,384	6,500	40,000
Interest and fiscal charges	(4,522,933)	4,662,843)	5,782,969)	4,700,000)	12,468,000)
Loss on disposal of capital assets	(32,868)	-	(4,853)	-	-
Total nonoperating revenues (expenses)	(4,282,155)	(4,287,928)	(4,559,717)	(4,428,500)	(12,428,000)
Income (Loss) before transfers & contributions	6,145,037	4,987,180	4,637,843	6,736,024	1,500,000
Capital contributions	321,400	17,280	1,208,398	500,000	
Transfers out	(1,600,000)	(1,500,000)	(1,400,000)	(1,400,000)	(1,500,000)
Change in net assets	4,866,437	3,504,460	4,446,241	5,836,024	-
Beginning net assets - restated FY2018	59,069,324	63,337,218	66,841,678	71,287,919	77,123,943
Ending net assets	63,935,761	66,841,678	71,287,919	77,123,943	77,123,943
Percent Change	8.2%	5.5%	6.7%	8.2%	0.0%

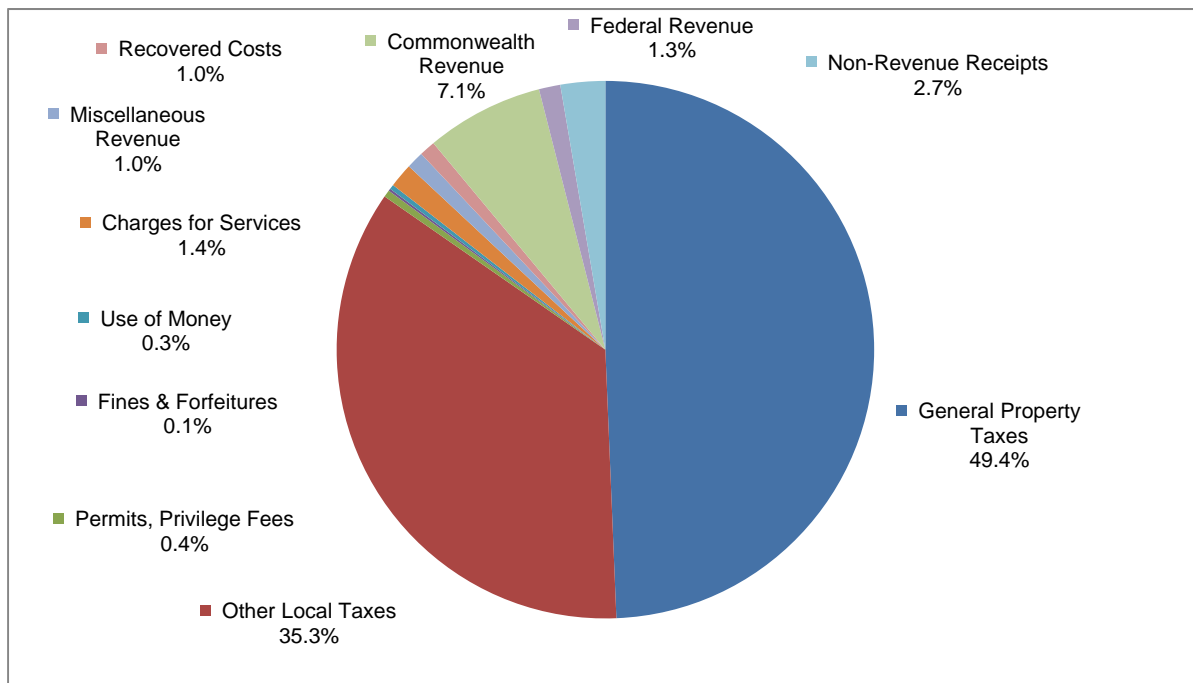
General Fund

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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
General Property Taxes	42,004,424	43,326,891	44,749,900	44,749,900	-
Other Local Taxes	32,848,997	33,590,324	33,188,000	32,008,000	(1,180,000)
Permits, Privilege Fees	374,275	366,390	379,700	381,700	2,000
Fines & Forfeitures	151,034	124,210	155,000	125,000	(30,000)
Use of Money	218,339	441,864	250,000	257,000	7,000
Charges for Services	1,304,250	1,307,750	1,315,900	1,315,900	-
Miscellaneous Revenue	985,126	957,860	941,000	941,300	300
Recovered Costs	793,953	752,500	889,500	868,600	(20,900)
Commonwealth Revenue	6,347,713	6,618,449	6,556,500	6,416,500	(140,000)
Federal Revenue	539,080	582,659	1,107,000	1,173,000	66,000
Non-Revenue Receipts	20,999,017	1,686,169	4,349,500	2,435,100	(1,914,400)
General Fund Revenue	106,566,208	89,755,066	93,882,000	90,672,000	(3,210,000)

FY 2021 General Fund Revenues by Category

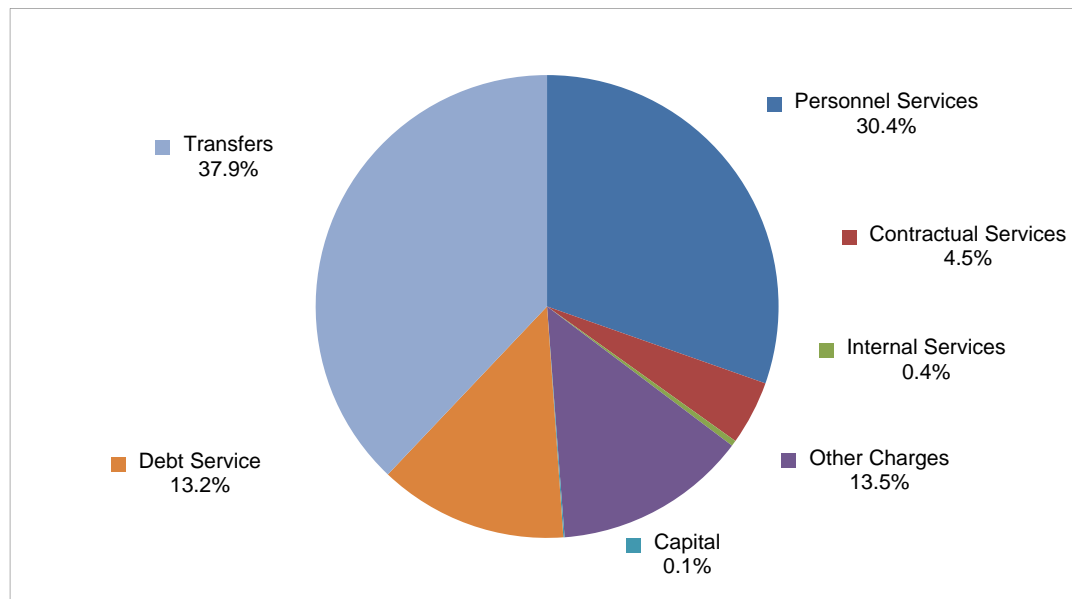


General Fund

Expenditure Summary:

Expenditure by Class	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	24,566,218	26,013,831	27,871,700	27,550,100	(321,600)
Contractual Services	3,341,850	3,905,713	4,137,290	4,069,936	(67,354)
Internal Services	420,795	373,280	362,000	349,850	(12,150)
Other Charges	11,765,991	11,529,237	12,767,608	12,266,712	(500,896)
Capital	79,643	914,879	455,000	87,700	(367,300)
Debt Service	29,454,648	10,758,029	11,204,000	11,956,800	752,800
Transfers	34,537,988	35,844,256	37,084,402	34,390,902	(2,693,500)
TOTAL GENERAL FUND	105,067,133	89,339,225	93,882,000	90,672,000	(3,210,000)

FY 2021 General Fund Expenditures by Category



Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
General Government	44.0	44.0	44.0	41.0	(3)
Judicial Administration	43.0	44.0	43.0	44.0	1
Public Safety	173.5	174.5	177.5	177.5	0
Public Works	36.0	39.0	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
Total	331.0	336.0	338.0	336.0	(2)

General Fund Revenue Detail

Revenue Detail:

Account Description	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Real Estate - Current	27,161,070	27,751,661	28,960,000	28,960,000	-
Real Estate - Delinquent	1,095,205	992,603	1,000,000	1,000,000	-
Delinquent-Primary/Secondary	10,363	12,369	7,000	7,000	-
Primary District	72,787	67,600	74,000	74,000	-
Secondary District	85,332	85,782	85,000	85,000	-
Real Estate Penalties	109,675	100,292	115,000	115,000	-
Real Estate Interest	69,220	74,882	75,000	75,000	-
Public Service - Real Estate	794,500	845,956	845,000	845,000	-
Public Service - Personal Property	2,110	2,101	2,000	2,000	-
Personal Property - Current	10,070,148	10,912,875	11,000,000	11,000,000	-
Personal Property - Delinquent	555,009	556,846	600,000	600,000	-
Mobile Home Taxes	731	1,809	1,900	1,900	-
Machinery & Tools	1,754,123	1,659,011	1,750,000	1,750,000	-
Personal Property Penalties	160,360	185,203	165,000	165,000	-
Personal Properties Interest	63,791	77,901	70,000	70,000	-
GENERAL PROPERTY TAXES	42,004,424	43,326,891	44,749,900	44,749,900	-
State Sales Taxes	9,749,245	10,008,106	10,000,000	9,200,000	(800,000)
Communication Taxes	1,959,936	1,969,935	2,000,000	2,000,000	-
Electric Utility	1,439,029	1,319,895	1,450,000	1,300,000	(150,000)
Gas Utility	552,025	541,627	500,000	525,000	25,000
Electric Consumption	149,630	131,706	150,000	135,000	(15,000)
Gas Consumption	23,113	20,097	20,000	20,000	-
Business License - Contracting	306,450	453,148	425,000	425,000	-
Business License - Retail	2,248,093	2,340,660	2,300,000	2,100,000	(200,000)
Business License - Professional	2,932,256	3,084,894	2,900,000	2,900,000	-
Business License - Repair & Personal	924,365	999,538	950,000	950,000	-
Business License - Wholesale	198,539	209,096	200,000	200,000	-
Business License - Other	2,600	2,706	2,500	2,500	-
Business License - Penalties	64,358	66,524	60,000	65,000	5,000
Business License - Interest	13,464	11,967	20,000	12,000	(8,000)
Business License - Telephone	54,094	57,081	50,000	55,000	5,000
Electrical	212,799	238,255	225,000	225,000	-
Telephone ROW	173,632	146,603	150,000	150,000	-
Gas Franchise Fee	101,788	131,273	130,000	130,000	-
Motor Vehicles Licenses	399,222	65,908	-	-	-
Motor Vehicle License Penalties	39,185	13,385	-	-	-
Bank Franchise	764,782	936,466	770,000	830,000	60,000
Recordation	282,371	300,349	300,000	300,000	-
Will Probate	5,213	5,972	8,000	6,000	(2,000)
Cigarettes	610,196	582,738	800,000	800,000	-
Admissions	138,781	140,519	140,000	140,000	-
Penalties & Interest	78	363	500	500	-

General Fund Revenue Detail

Revenue Detail – continued:

Account Description	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Motel	1,001,029	1,003,105	1,000,000	900,000	(100,000)
Penalties & Interest	393	707	500	500	-
Meals	8,464,999	8,774,398	8,600,000	8,600,000	-
Meals Penalties	30,240	28,781	30,000	30,000	-
Meals Interest	249	545	500	500	-
Short Term	6,827	3,916	6,000	6,000	-
Penalties & Interest	16	61	-	-	-
OTHER LOCAL TAXES	32,848,997	33,590,324	33,188,000	32,008,000	(1,180,000)
Dog	14,459	13,556	13,500	13,500	-
On Street Parking	95	50	100	100	-
Transfer Fees	691	608	1,000	1,000	-
Erosion, Sediment Control	3,250	7,900	5,000	5,000	-
Storm water Mgmt Permit	1,944	8,366	15,000	10,000	(5,000)
Concealed Carry/Weapons Fees	10,541	7,581	10,000	10,000	-
RE Public Hearing Fee	100	410	-	-	-
Hazardous Use	2,000	1,320	1,000	2,000	1,000
Taxi	2,300	1,580	2,500	2,500	-
Street Permits	3,010	2,215	3,000	3,000	-
Building Permits - Building	105,995	102,797	100,000	100,000	-
Building Permits - Electrical	621	613	600	600	-
Building Permits - Plumbing	35,429	26,757	30,000	30,000	-
Building Permits - Mechanical	42,589	37,085	35,000	35,000	-
Elevator	3,640	3,600	4,000	4,000	-
Occupancy	300	-	500	500	-
Fire Protection	9,633	11,245	10,000	10,000	-
Gas	356	354	500	500	-
Building Permits - Signs	3,920	5,520	5,000	5,000	-
Land Use Application Fees	44,550	27,600	50,000	50,000	-
Planning Advertising Fees	600	525	1,000	1,000	-
Re-zoning & Subdivision Permit	13,825	28,650	15,000	15,000	-
Signs, Permits & Inspections	3,150	5,680	7,500	7,500	-
Architectural Review	1,800	600	500	500	-
Board of Zoning Appeals	2,700	4,800	5,000	5,000	-
Miscellaneous Fees	3,750	8,150	5,000	5,000	-
Civil Penalties	14,350	10,856	15,500	15,500	-
Rental Housing/Inspections	33,530	35,330	30,000	35,000	5,000
Rental Housing/Penalties	6,925	7,184	8,500	9,500	1,000
Rental Housing/Misc. Fees	8,222	5,458	5,000	5,000	-
PERMITS, PRIVILEGE FEES	374,275	366,390	379,700	381,700	2,000

General Fund Revenue Detail

Revenue Detail – continued:

Account Description	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Courts	144,792	119,079	150,000	120,000	(30,000)
Interest	6,242	5,131	5,000	5,000	-
FINES AND FORFEITURES	151,034	124,210	155,000	125,000	(30,000)
Interest Earnings	37,566	231,378	75,000	75,000	-
Rental - General Property	23,830	31,068	-	-	-
Rental Rec Prop/Facility	156,943	179,418	175,000	175,000	-
Lease of Property	-	-	-	7,000	7,000
USE OF MONEY/PROPERTY	218,339	441,864	250,000	257,000	7,000
Sheriff Fees	2,949	2,949	3,000	3,000	-
Case Assessment	17,495	18,124	20,000	20,000	-
Courthouse Security Fees	45,775	44,861	45,000	45,000	-
Miscellaneous Fees	6,862	8,730	7,000	7,000	-
Courthouse Compliance Fee	22,643	25,196	25,000	25,000	-
Electronic Summons Fee	21,751	20,448	20,000	20,000	-
Commonwealth Attorney	6,681	7,088	6,000	6,000	-
Hazmat	8,128	4,422	15,000	15,000	-
False Alarm Fees	14,733	17,300	15,000	15,000	-
Animal Impounding Fees	903	-	2,000	-	(2,000)
Miscellaneous Police Fees	4,800	5,609	5,000	5,000	-
Towing Inspection Fees	1,550	1,700	-	2,000	2,000
Police OT Reimbursement	15,881	16,106	15,000	15,000	-
Gas Inspection	26,934	-	-	-	-
Sanitation Fee	531,837	528,689	530,000	530,000	-
Waste Collection/Disposal Fees	4,320	5,770	4,000	4,000	-
Sale of Recycle Materials	18,347	4,444	10,000	10,000	-
Recreation Activities	33,336	37,963	26,000	26,000	-
Indoor Pool Fees	70,095	57,884	78,000	78,000	-
Outdoor Pool Fees	61,434	78,024	85,000	85,000	-
Admissions & Memberships	90,394	82,466	99,000	99,000	-
Athletic Fees	48,605	57,417	55,000	55,000	-
Childcare Fees	224,467	239,815	228,600	228,600	-
Concession Sales	295	251	2,000	300	(1,700)
Parks Capital Replacement Fees	23,165	39,903	19,300	21,000	1,700
Special Events	870	2,591	1,000	1,000	-
CHARGES FOR SERVICES	1,304,250	1,307,750	1,315,900	1,315,900	-
Payments in Lieu of Taxes	715,030	701,434	715,000	700,000	(15,000)
Special Events	146,068	146,989	145,000	150,000	5,000
Old Town Winchester Misc.	4,993	2,651	4,000	4,000	-
Old Town Public Restroom	3,337	3,682	5,000	5,000	-
Bad Checks	598	600	500	500	-
Admin & Collection Fees	43,432	54,188	50,000	55,000	5,000

General Fund Revenue Detail

Revenue Detail – continued:

Account Description	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Sales of Supplies	379	387	-	-	-
Sale of Surplus Property	57,943	38,556	15,000	21,500	6,500
Sale of Copies & Documents	410	337	500	300	(200)
Donations - Fire Dept.	8,060	3,700	-	-	-
Commonwealth Attorney	4,584	4,914	6,000	5,000	(1,000)
Miscellaneous Revenue	292	422	-	-	-
MISCELLANEOUS REVENUE	985,126	957,860	941,000	941,300	300
Miscellaneous	18,500	3,612	-	-	-
Rebates	5,341	5,635	5,000	5,900	900
External Recoveries	-	11,276	-	-	-
Social Services	80,057	-	85,000	85,000	-
Circuit Court	82,543	87,181	83,000	87,000	4,000
JJC Building	445,346	464,229	530,800	500,000	(30,800)
City Attorney	18,336	6,750	-	-	-
Landfill-Recycling	42,831	43,718	40,000	45,000	5,000
Police Department	6,967	34,581	54,700	54,700	-
Parks & Recreation	1,341	888	-	-	-
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	4,000	-	-	-
RECOVERED COSTS	793,953	752,500	889,500	868,600	(20,900)
REVENUE LOCAL SOURCES	78,680,398	80,867,789	81,869,000	80,647,400	(1,221,600)
Motor Vehicle Carrier Tax	1,271	374	-	-	-
Mobile Home Titling Taxes	1,095	1,905	-	1,000	1,000
Tax on Deeds	93,427	104,067	100,000	100,000	-
Railroad Rolling Stock Tax	6,200	7,596	8,000	7,500	(500)
Grantor's Tax	80,290	94,780	85,000	95,000	10,000
Rental Car Tax	275,028	303,690	275,000	275,000	-
Reimbursement (PPTRA)	2,622,084	2,622,084	2,622,100	2,622,100	-
NON-CATEGORICAL AID	3,079,395	3,134,496	3,090,100	3,100,600	10,500
Commonwealth's Attorney	725,719	757,098	780,200	780,200	-
Sheriff	362,532	362,947	376,525	376,525	-
Sheriff Mileage	17,207	24,917	18,000	18,000	-
Commissioner of Revenue	113,504	113,869	119,875	119,875	-
Treasurer	97,133	105,074	109,300	109,300	-
Registrar/Electoral Board	42,302	42,436	43,000	43,000	-
Clerk of Circuit Court	405,140	358,966	377,900	377,900	-
Jury Reimbursement	6,390	7,920	6,300	6,300	-
Shared - Victim Witness	38,898	39,676	39,000	39,000	-
SHARED EXPENSES	1,808,825	1,812,903	1,870,100	1,870,100	-

General Fund Revenue Detail

Revenue Detail – continued:

Account Description	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Department of Health	-	26,946	-	-	
Juvenile & Domestic Relations	12,686	14,751	14,000	14,000	-
Litter Control	6,342	6,766	7,000	7,000	-
Fire Program Funds	87,600	90,696	90,000	67,500	(22,500)
Four for Life Grant	25,204	50,946	25,000	25,000	-
HazMat Funding	30,044	30,000	30,000	30,000	-
Police 599 Funds	838,976	870,016	841,000	900,000	59,000
Jail	-	18,554	25,000	25,000	-
Health Department	251,033	252,078	250,000	250,000	-
General District Court	8,355	9,796	8,500	9,500	1,000
Development Opportunity Fund	-	-	188,000	-	(188,000)
Asset Forfeiture Police	16,660	16,043	-	-	-
Asset Forfeiture Comm Attorney	5,616	4,410	-	-	-
Virginia Main Street Program	-	1,000	-	-	-
Fire Program Funds Grant	-	700	-	-	-
Wireless E911 Services Board	129,669	249,605	117,800	117,800	-
Dept of Historic Resources	-	5,000	-	-	-
Rescue Squad Assistance Fund	47,308	23,743	-	-	-
STATE CATEGORICAL FUNDS	1,459,493	1,671,050	1,596,300	1,445,800	(150,500)
REVENUE FROM STATE	6,347,713	6,618,449	6,556,500	6,416,500	(140,000)
Body Worn Camera Grant	104,828	-	-	-	-
Emergency Service Grants	8,905	8,905	8,900	8,900	-
Asset Forfeiture Funds	199	981	-	-	-
Assistance to Firefighters Grant	-	-	567,000	675,000	108,000
Commission for the Arts Grant	4,500	4,500	4,500	4,500	-
Child/Adult Care Food	3,387	4,570	4,000	4,000	-
Juvenile Justice	1,112	-	-	-	-
Police - DCJS	23,127	13,967	-	-	-
Washington/Baltimore HIDTA	-	-	70,600	70,600	-
Justice Assistance Grants	147,490	114,152	-	-	-
CDBG Grant	8,000	110,228	220,000	200,000	(20,000)
Ballistic Vest Program	1,413	8,784	5,000	5,000	-
Victim Witness	116,695	119,029	119,000	119,000	-
DMV Grants	29,230	19,206	28,000	28,000	-
Homeland Security/ODP	90,194	178,337	80,000	58,000	(22,000)
FEDERAL REVENUE	539,080	582,659	1,107,000	1,173,000	66,000
Insurance Recoveries	32,996	106,450	-	-	-
Sale of Property	3,443	5,118	-	-	-
CDBG Loan Principal	531	447	-	-	-
CDBG Loan Interest	169	154	-	-	-

General Fund Revenue Detail

Revenue Detail – continued:

Account Description	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Sale of Bonds/Premiums	19,411,878	-	-	-	-
Employee Benefits Fund	-	124,000	118,000	-	(118,000)
Utilities Fund	1,500,000	1,400,000	1,400,000	1,500,000	100,000
Old Town Winchester	50,000	50,000	50,000	50,000	-
Fund Balance	-	-	2,781,500	874,700	(1,906,800)
Assigned - Fire Programs	-	-	-	10,400	10,400
NON-REVENUE RECEIPTS	20,999,017	1,686,169	4,349,500	2,435,100	(1,914,400)
TOTAL GENERAL FUND	106,566,208	89,755,066	93,882,000	90,672,000	(3,210,000)

General Fund Department Summary

Budget by Department:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2021
	ACTUAL	ACTUAL	ORIGINAL	ADOPTED	BUDGET
			BUDGET	BUDGET	Inc/(Dec)
City Council	202,112	204,049	218,100	224,300	6,200
Clerk of Council	43,999	42,583	40,100	46,800	6,700
City Manager	254,515	254,466	393,500	337,400	(56,100)
Communications	273,125	273,830	290,400	273,150	(17,250)
City Attorney	291,761	309,998	264,300	264,000	(300)
Independent Auditors	68,331	75,862	80,000	80,000	-
Human Resources	599,108	574,831	559,500	511,100	(48,400)
Commissioner of the Revenue	557,561	591,250	616,000	602,900	(13,100)
Treasurer	487,584	481,609	512,600	511,900	(700)
Finance	671,258	740,427	754,300	752,200	(2,100)
Innovation and Information Services	1,863,925	2,160,727	2,640,100	2,364,800	(275,300)
Risk Management	78,437	46,965	80,000	60,000	(20,000)
Office of Elections	193,965	181,538	221,400	225,900	4,500
Circuit Court	94,606	95,651	102,600	102,300	(300)
General District Court	29,174	22,879	32,500	32,300	(200)
Magistrate	2,823	2,856	4,125	3,975	(150)
J & D Relations District Court Clerk	55,130	43,867	60,500	58,700	(1,800)
Clerk of the Circuit Court	542,829	540,590	606,700	599,800	(6,900)
City Sheriff	1,343,344	1,309,697	1,428,800	1,348,200	(80,600)
Courthouse Security	231,819	289,565	257,500	260,800	3,300
Juror Services	15,000	20,000	26,000	20,000	(6,000)
Commonwealth Attorney	1,401,502	1,459,895	1,531,700	1,531,000	(700)
Victim Witness	208,276	207,323	213,500	220,800	7,300
Police Department	7,888,661	8,044,735	8,458,200	8,150,200	(308,000)
Police Grants	291,084	222,205	84,600	85,500	900
Fire Department	5,516,633	6,232,683	6,290,300	6,164,600	(125,700)
Fire Grants	491,700	335,306	825,000	910,900	85,900
J&DR Court Services (Probation)	104,556	106,076	73,100	4,600	(68,500)
Inspections Department	536,621	571,442	640,700	534,600	(106,100)
Emergency Management	355,027	666,199	606,500	593,400	(13,100)
Hazardous Material	43,510	55,019	76,700	76,600	(100)
Emerg Communications Center	967,707	970,783	1,101,900	1,139,500	37,600
Streets	129,499	137,334	176,800	179,100	2,300
Storm Drainage	138,425	63,172	70,700	71,400	700
Loudoun Mall	103,217	89,762	102,100	116,200	14,100

General Fund Department Summary

Budget by Department - continued:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2021
	ACTUAL	ACTUAL	ORIGINAL	ADOPTED	BUDGET
			BUDGET	BUDGET	Inc/(Dec)
Refuse Collection	1,767,914	1,573,384	1,685,400	1,635,500	(49,900)
Joint Judicial Center	469,669	470,988	627,900	573,600	(54,300)
Facilities Maintenance	1,359,798	1,747,568	1,747,800	1,768,200	20,400
Real Estate Tax Relief	225,486	216,047	230,000	225,000	(5,000)
Parks Supervision	452,722	393,189	409,400	412,200	2,800
Special Events	2,431	86,316	103,800	91,150	(12,650)
Parks Maintenance	859,640	777,217	927,600	800,200	(127,400)
Community Recreation Programs	38,547	81,718	95,600	105,150	9,550
Outdoor Swimming Pool	125,930	169,925	206,800	233,800	27,000
Indoor Swimming Pool	262,494	239,546	288,200	285,100	(3,100)
War Memorial Building	380,177	474,928	485,900	459,900	(26,000)
School Age Child Care	238,221	263,236	283,600	279,000	(4,600)
Athletic Programs	168,611	191,202	234,500	203,300	(31,200)
Planning Department	243,013	272,439	284,200	259,900	(24,300)
Redevelop & Housing (CDBG)	29,281	10,020	28,900	21,700	(7,200)
Zoning Department	235,250	218,075	246,000	194,000	(52,000)
Development Services	292,078	395,003	775,100	667,700	(107,400)
Old Town Winchester	479,291	484,727	313,700	309,500	(4,200)
GIS	74,731	89,835	112,300	103,100	(9,200)
Other	264,900	279,440	304,990	283,306	(21,684)
Outside Agencies	100,000	-	-	-	-
Regional Agencies	6,927,489	6,876,963	6,761,083	6,954,067	192,984
Transit	207,300	260,000	289,300	324,700	35,400
Social Services	1,551,310	1,410,646	1,766,500	1,831,500	65,000
CSA	1,468,190	1,582,247	1,119,000	1,345,100	226,100
Schools Operating	29,225,403	29,063,623	30,839,102	30,339,102	(500,000)
Schools Other	200,000	-	-	-	-
Schools Capital Improvement	717,330	1,223,541	-	-	-
Win-Fred Co CVB Fund	150,000	150,500	150,500	150,500	-
Highway Maintenance	605,750	765,000	780,000	-	(780,000)
Capital Improvements	412,705	1,388,699	2,140,000	400,000	(1,740,000)
City Debt Service	2,732,382	3,120,982	3,026,400	3,215,625	189,225
Schools Debt Service	7,315,659	7,637,047	8,177,600	8,741,175	563,575
Debt Refunding	19,406,607	-	-	-	-
TOTAL GENERAL FUND	105,067,133	89,339,225	93,882,000	90,672,000	(3,210,000)

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:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	126,805	133,941	143,300	167,800	24,500
Contractual Services	31,358	28,157	33,500	16,600	(16,900)
Internal Services	1,497	-	1,500	-	(1,500)
Other Charges	42,452	41,951	39,800	39,900	100
TOTAL EXPENDITURES	202,112	204,049	218,100	224,300	6,200

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Mayor	10,800	10,800	10,800	10,800	-
Councilors	73,800	72,900	72,000	72,000	-
FICA	5,972	5,604	5,847	4,776	(1,071)
Worker's Compensation	56	53	56	50	(6)
Employee Benefits	36,177	44,584	54,597	80,174	25,577
PERSONNEL	126,805	133,941	143,300	167,800	24,500



General Government – City Council

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Other Professional Services	12,114	9,648	12,000	6,000	(6,000)
Printing & Binding	510	179	1,000	500	(500)
Local Media	18,734	18,233	20,000	10,000	(10,000)
Food Services	-	97	500	100	(400)
CONTRACTUAL SERVICES	31,358	28,157	33,500	16,600	(16,900)
Copier Charges	1,497	-	1,500	-	(1,500)
INTERNAL SERVICES	1,497	-	1,500	-	(1,500)
Postal Services	42	299	300	300	-
Telecommunications	5	-	-	-	-
Mileage & Transportation	507	-	900	-	(900)
Travel & Training	5,279	1,239	5,100	2,000	(3,100)
Dues & Memberships	29,979	30,542	31,000	31,000	-
Miscellaneous Charges & Fees	4,906	8,477	-	5,000	5,000
Office Supplies	116	102	500	500	-
Food & Food Service	1,089	469	1,000	500	(500)
Books & Subscriptions	-	353	-	-	-
Other Operating Supplies	79	19	500	100	(400)
Awards, Plaques, Other	450	451	500	500	-
OTHER CHARGES	42,452	41,951	39,800	39,900	100
TOTAL CITY COUNCIL	202,112	204,049	218,100	224,300	6,200

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:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	36,440	31,064	33,500	36,400	2,900
Contractual Services	-	3,971	-	4,200	4,200
Other Charges	7,559	7,548	6,600	6,200	(400)
TOTAL EXPENDITURES	43,999	42,583	40,100	46,800	6,700

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Clerk of Council	0.5	0.5	0.5	0.5	0
Total	0.5	0.5	0.5	0.5	0

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	26,364	24,572	25,184	27,508	2,324
FICA	1,751	1,882	1,905	2,018	113
VRS-Employer	2,529	1,883	2,264	2,472	208
Insurance Employer	346	274	330	360	30
VA Local Disability Plan	-	106	181	185	4
Worker's Compensation	17	16	17	19	2
Benefits Admin Fee	18	15	18	18	-
Employee Benefits	5,381	2,291	3,570	3,786	216
VRS Health Insurance Credit	34	25	31	34	3
PERSONNEL	36,440	31,064	33,500	36,400	2,900

General Government – Clerk of Council

Expenditure Detail – continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Other Professional Services	-	3,869	-	4,000	4,000
Printing & Binding	-	102	-	200	200
CONTRACTUAL SERVICES	-	3,971	-	4,200	4,200
Postal Services	12	-	100	-	(100)
Office Equipment Lease	2,750	3,136	2,400	3,025	625
Mileage & Transportation	610	267	800	-	(800)
Travel & Training	2,629	1,801	1,950	1,800	(150)
Dues & Memberships	265	275	250	275	25
Miscellaneous Charges & Fees	-	57	200	200	-
Office Supplies	1,135	197	650	650	-
Books & Subscriptions	136	16	100	100	-
Other Operating Supplies	22	1,799	150	150	-
OTHER CHARGES	7,559	7,548	6,600	6,200	(400)
TOTAL CLERK OF COUNCIL	43,999	42,583	40,100	46,800	6,700

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:

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:

- 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:

- 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	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Output Measures					
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
Outcome Measures					
% 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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	246,285	245,870	362,000	330,400	(31,600)
Contractual Services	1,185	1,091	13,500	1,000	(12,500)
Other Charges	7,045	7,505	18,000	6,000	(12,000)
TOTAL CITY MANAGER	254,515	254,466	393,500	337,400	(56,100)

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
City Manager	2.5	2.5	2.5	2.5	0
Total	2.5	2.5	2.5	2.5	0



General Government – City Manager

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	192,863	195,560	264,803	261,667	(3,136)
Bonus Pay	-	-	25,000	-	(25,000)
FICA	12,438	12,617	17,815	14,034	(3,781)
VRS-Employer	17,833	16,611	23,159	23,524	365
Insurance Employer	2,434	2,423	3,375	3,428	53
VA Local Disability Plan	945	1,278	1,850	1,484	(366)
Worker's Compensation	132	128	186	163	(23)
Deferred Comp Contribution	7,967	8,127	8,290	8,788	498
Benefits Admin Fee	54	52	90	81	(9)
Employee Benefits	11,378	8,852	17,118	16,917	(201)
VRS Health Insurance Credit	241	222	314	314	-
PERSONNEL	246,285	245,870	362,000	330,400	(31,600)
Other Professional Services	-	-	10,000	-	(10,000)
Printing & Binding	584	1,091	1,500	1,000	(500)
Local Media	601	-	2,000	-	(2,000)
CONTRACTUAL SERVICES	1,185	1,091	13,500	1,000	(12,500)
Postal Services	76	117	200	200	-
Lease Rentals/Office Equipment	-	306	-	-	-
Mileage & Transportation	640	90	3,200	-	(3,200)
Travel & Training	2,536	2,993	8,000	1,500	(6,500)
Dues & Memberships	1,756	1,792	3,000	2,000	(1,000)
Office Supplies	1,158	848	900	900	-
Food & Food Services	-	67	950	100	(850)
Books & Subscriptions	287	256	750	300	(450)
Other Operating Supplies	592	1,036	1,000	1,000	-
OTHER CHARGES	7,045	7,505	18,000	6,000	(12,000)
TOTAL CITY MANAGER	254,515	254,466	393,500	337,400	(56,100)

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:

- 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:

- 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:

- 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
- Podcasts and online news show

General Government – Communications Department

Performance Measures:

Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Output Measures					
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 www.winchesterva.gov 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
Outcome Measures					
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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	148,643	166,427	179,000	180,600	1,600
Contractual Services	114,685	99,460	93,000	87,000	(6,000)
Other Charges	9,797	7,943	18,400	5,550	(12,850)
TOTAL COMMUNICATIONS	273,125	273,830	290,400	273,150	(17,250)

General Government – Communications Department

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Communications	2.0	2.0	2.0	2.0	0
Total	2.0	2.0	2.0	2.0	0

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	109,997	125,650	133,343	133,343	-
Overtime	334	-	-	-	-
Part-time	2,952	12	-	-	-
FICA	8,182	9,126	9,635	9,625	(10)
VRS-Employer	10,015	11,310	11,987	11,987	-
Insurance Employer	1,369	1,648	1,747	1,747	-
VA Local Disability Plan	204	356	363	269	(94)
Worker's Compensation	75	79	90	80	(10)
Benefits Admin Fee	65	72	72	72	-
Employee Benefits	15,314	18,023	21,603	23,317	1,714
VRS Health Insurance Credit	136	151	160	160	-
PERSONNEL	148,643	166,427	179,000	180,600	1,600
Other Professional Services	108,415	90,724	80,000	85,000	5,000
Printing & Binding	5,720	8,436	12,000	1,000	(11,000)
Local Media	550	300	1,000	1,000	-
CONTRACTUAL SERVICES	114,685	99,460	93,000	87,000	(6,000)
Postal Services	38	314	900	700	(200)
Telecommunications	93	4	-	50	50
Mileage & Transportation	1,060	791	4,000	-	(4,000)
Travel & Training	2,787	2,309	5,000	-	(5,000)
Dues & Memberships	805	175	1,000	1,000	-
Miscellaneous Charges & Fees	50	285	-	-	-
Office Supplies	262	141	500	200	(300)
Food & Food Services	973	553	500	400	(100)
Uniforms & Apparel	-	306	700	500	(200)
Books & Subscriptions	735	1,369	1,800	1,200	(600)
Other Operating Supplies	2,994	1,696	4,000	1,500	(2,500)
OTHER CHARGES	9,797	7,943	18,400	5,550	(12,850)
TOTAL COMMUNICATIONS	273,125	273,830	290,400	273,150	(17,250)

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. Our City Attorney's office is comprised of a lead Attorney and a team of Attorney's from Litten & Sipe, LLP. Collectively, they provide a wide array of legal advice for the City as well as reviewing ordinances and resolutions for consideration by City Council.

Expenditure Summary:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	260,657	218,785	219,600	-	(219,600)
Contractual Services	11,397	79,740	24,000	264,000	240,000
Internal Services	1,192	-	-	-	-
Other Charges	18,515	11,473	20,700	-	(20,700)
TOTAL EXPENDITURES	291,761	309,998	264,300	264,000	(300)

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
City Attorney	3.0	3.0	2.0	0	(2.0)
Total	3.0	3.0	2.0	0	(2.0)

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	204,011	175,724	175,861	-	(175,861)
Overtime	277	11	-	-	-
FICA	14,756	12,017	10,941	-	(10,941)
VRS-Employer	19,567	13,958	15,810	-	(15,810)
Insurance Employer	2,674	2,034	2,303	-	(2,303)
Worker's Compensation	149	121	122	-	(122)
Deferred Comp Contribution	7,471	4,690	-	-	-
Benefits Admin Fee	72	59	72	-	(72)
Employee Benefits	11,415	9,985	14,280	-	(14,280)
VRS Health Insurance Credit	265	186	211	-	(211)
PERSONNEL	260,657	218,785	219,600	-	(219,600)

General Government – City Attorney

Expenditure Detail – continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Legal Services	9,105	77,436	20,000	264,000	244,000
Other Professional Services	871	643	2,600	-	(2,600)
Printing & Binding	-	11	200	-	(200)
Local Media	1,421	1,650	1,200	-	(1,200)
CONTRACTUAL SERVICES	11,397	79,740	24,000	264,000	240,000
Copier Charges	1,192	-	-	-	-
INTERNAL SERVICES	1,192	-	-	-	-
Postal Services	460	107	1,300	-	(1,300)
Telecommunications	111	-	-	-	-
Lease of Office Equipment	218	2,884	2,800	-	(2,800)
Mileage & Transportation	1,154	196	1,200	-	(1,200)
Travel & Training	5,062	1,034	4,000	-	(4,000)
Dues & Memberships	1,690	610	2,250	-	(2,250)
Court Filing Fees	125	23	100	-	(100)
Miscellaneous Charges & Fees	94	1,398	1,450	-	(1,450)
Office Supplies	2,676	864	1,200	-	(1,200)
Food & Food Services	98	109	-	-	-
Books & Subscriptions	4,825	4,030	5,200	-	(5,200)
Other Operating Supplies	2,002	218	1,200	-	(1,200)
OTHER CHARGES	18,515	11,473	20,700	-	(20,700)
TOTAL CITY ATTORNEY	291,761	309,998	264,300	264,000	(300)

General Government – Independent Auditor

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

Goals and Objectives:

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

Expenditure Summary:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Accounting & Auditing	63,831	58,682	65,000	65,000	-
Other Professional Services	4,500	17,180	15,000	15,000	-
CONTRACTUAL SERVICES	68,331	75,862	80,000	80,000	-
TOTAL INDEPENDENT AUDITORS	68,331	75,862	80,000	80,000	-

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	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Input/Output Measures					
Employment applications received*	4,789	7,840	3,913	3,200	2,935
Number of new hires (includes seasonal employees)	161	145	178	115	133

*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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	454,132	431,641	462,200	432,800	(29,400)
Contractual Services	94,663	93,965	52,500	42,500	(10,000)
Internal Services	2,025	-	-	-	-
Other Charges	48,288	49,225	44,800	35,800	(9,000)
TOTAL EXPENDITURES	599,108	574,831	559,500	511,100	(48,400)

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Human Resources	5.0	5.0	5.0	5.0	0
Total	5.0	5.0	5.0	5.0	0

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	316,475	300,818	320,525	326,144	5,619
Overtime	992	217	500	500	-
Part-time Non-Classified	23,385	22,311	25,200	-	(25,200)
FICA	25,340	23,886	24,225	22,382	(1,843)
VRS-Employer	29,244	26,971	28,815	29,321	506
Retirees	5,700	508	-	-	-
Insurance Employer	3,994	3,931	4,199	4,273	74
VA Local Disability Plan	496	841	944	762	(182)
Worker's Compensation	224	203	230	212	(18)
Tuition Assistance	7,554	11,123	5,000	-	(5,000)
Benefits Admin Fee	177	169	180	180	-
Employee Benefits	40,155	40,303	51,997	48,635	(3,362)
VRS Health Insurance Credit	396	360	385	391	6
PERSONNEL	454,132	431,641	462,200	432,800	(29,400)
Health Care Services	29,075	26,984	28,500	28,500	-
EAP Services	5,250	-	-	-	-
Other Professional Services	14,257	43,927	-	-	-
Employment Agencies	-	8,710	-	-	-
Training/Education	8,591	-	-	-	-

General Government – Human Resources

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Printing & Binding	4,446	1,776	3,000	3,000	-
Local Media	30,037	12,568	20,000	10,000	(10,000)
Food & Food Services	3,007	-	1,000	1,000	-
CONTRACTUAL SERVICES	94,663	93,965	52,500	42,500	(10,000)
Copier Charges	2,025	-	-	-	-
INTERNAL SERVICES	2,025	-	-	-	-
Postal Services	4,010	1,203	1,500	1,500	-
Lease of Office Equipment	435	3,921	5,400	5,400	-
Mileage & Transportation	-	2,280	1,300	-	(1,300)
Travel & Training	7,199	2,991	4,000	-	(4,000)
Dues & Memberships	2,257	1,293	1,600	1,600	-
Miscellaneous Charges & Fees	1,270	1,671	1,300	1,300	-
Background Checks	13,377	9,747	11,700	8,000	(3,700)
Office Supplies	5,956	7,781	5,000	5,000	-
Food & Food Service	6,720	2,001	1,500	1,500	-
Vehicle & Equipment Fuels	-	99	-	-	-
Books & Subscriptions	646	1,045	1,000	1,000	-
Other Operating Supplies	3,988	3,099	4,000	4,000	-
Computer Hardware/Software	200	-	-	-	-
Awards, Plaques, Other	386	10,291	5,000	5,000	-
Memorials	1,844	1,803	1,500	1,500	-
OTHER CHARGES	48,288	49,225	44,800	35,800	(9,000)
TOTAL HUMAN RESOURCES	599,108	574,831	559,500	511,100	(48,400)

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Public Official Liability	2,500	-	-	-	-
General Liability	75,937	46,965	80,000	60,000	(20,000)
OTHER CHARGES	78,437	46,965	80,000	60,000	(20,000)
TOTAL RISK	78,437	46,965	80,000	60,000	(20,000)

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	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Real Estate					
Parcels of Land	9,959	9,945	9,981	TBD	TBD
Tax Relief Applications	296	255	234	TBD	TBD
Real Estate Transfers	772	757	705	TBD	TBD
Public Service Corporations	28	27	25	TBD	TBD
Personal Property					
Vehicle Assessments	29,068	30,124	34,427	TBD	TBD
Personal Property Tax Relief Compliance	24,723	25,943	29,217	TBD	TBD
Vehicle New Registrations	11,799	11,669	14,311	TBD	TBD

General Government – Commissioner of the Revenue

Performance Measures - continued:

Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Personal Property - continued					
Vehicle Registration Deletions	3,323	6,823	6,115	TBD	TBD
Business Personal Property Assessments	3,412	3,114	3,190	TBD	TBD
Business Taxes					
Business Licenses Assessed	4,334	3,806	4,022	TBD	TBD
Excise Taxes Assessed	289	289	288	TBD	TBD
Financial Institutions	11	11	11	TBD	TBD

Expenditure Summary:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	501,665	533,962	556,200	555,000	(1,200)
Contractual Services	3,356	4,103	5,700	5,650	(50)
Internal Services	422	260	600	600	-
Other Charges	52,118	52,925	53,500	41,650	(11,850)
TOTAL EXPENDITURES	557,561	591,250	616,000	602,900	(13,100)

Funding Sources:

Funding Sources	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Revenue from Commonwealth	113,504	113,869	119,875	119,875	-
Designated Funding Sources	113,504	113,869	119,875	119,875	-
Net General Tax Support	444,057	477,381	496,125	483,025	(13,100)

General Government – Commissioner of the Revenue

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Commissioner of the Revenue	8.0	8.0	8.0	8.0	0
Total	8.0	8.0	8.0	8.0	0

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	376,433	396,685	406,478	406,478	-
Overtime	121	67	-	-	-
Part-time Non-Classified	14,290	16,654	16,275	16,275	-
FICA	29,485	31,085	31,933	31,687	(246)
VRS-Employer	36,145	35,498	36,542	36,542	-
Insurance Employer	4,941	5,173	5,325	5,325	-
VA Local Disability Plan	473	620	644	644	-
Worker's Compensation	258	260	282	254	(28)
Benefits Admin Fee	288	288	288	288	-
Employee Benefits	39,231	47,632	58,433	57,507	(926)
PERSONNEL	501,665	533,962	556,200	555,000	(1,200)
Other Professional Services	566	690	950	950	-
Vehicle Repairs & Maintenance	-	-	50	-	(50)
Printing & Binding	545	1,296	1,500	1,500	-
Local Media	215	107	500	500	-
State Computer Services	95	95	100	100	-
Billing Service	1,935	1,915	2,600	2,600	-
CONTRACTUAL SERVICES	3,356	4,103	5,700	5,650	(50)
Fuel	132	75	250	250	-
Parts	135	19	150	150	-
Labor	155	166	200	200	-
INTERNAL SERVICES	422	260	600	600	-
Postal Services	11,942	11,676	14,200	12,700	(1,500)
Telecommunications	160	-	-	-	-
Motor Vehicle Insurance	235	277	500	500	-
Office Equipment Lease	2,083	2,233	2,400	2,400	-
Mileage & Transportation	807	1,622	2,000	-	(2,000)
Travel & Training	5,759	4,894	6,000	-	(6,000)

General Government – Commissioner of the Revenue

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Dues & Memberships	895	955	1,300	1,300	-
Miscellaneous Charges & Fees	-	555	100	100	-
Office Supplies	7,545	4,968	2,400	2,400	-
Books & Subscriptions	6,109	9,394	7,600	11,750	4,150
Other Operating Supplies	3,563	3,175	3,500	3,500	-
Cigarette Tax Stamps	12,722	13,176	13,500	7,000	(6,500)
Computer Supplies	298	-	-	-	-
OTHER CHARGES	52,118	52,925	53,500	41,650	(11,850)
TOTAL COMM OF REVENUE	557,561	591,250	616,000	602,900	(13,100)

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	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Real Estate					
Current Collections	\$26,150,509	\$27,161,070	\$27,751,661	\$28,960,000	\$28,960,000
Collection Rate	99%	99%	99%	TBD	TBD
Delinquent Collections	\$1,060,710	\$1,095,205	\$992,603	\$1,000,000	\$1,000,000
Personal Property					
Current Collections	\$9,285,852	\$10,070,148	\$10,912,875	\$11,000,000	\$11,000,000
Collection Rate	98%	98%	98%	TBD	TBD
Delinquent Collections	\$528,054	\$555,009	\$556,846	\$600,000	\$600,000

TBD- Collection Rate determined once Fiscal Year is completed.

Expenditure Summary:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	407,602	419,131	441,600	448,800	7,200
Contractual Services	50,248	33,955	38,100	34,000	(4,100)
Other Charges	29,734	28,523	32,900	29,100	(3,800)
TOTAL EXPENDITURES	487,584	481,609	512,600	511,900	(700)

General Government - Treasurer

Funding Sources:

Funding Sources	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Miscellaneous Revenue	44,030	54,788	50,500	55,500	5,000
Revenue from Commonwealth	97,133	105,074	109,300	109,300	-
Designated Revenue	141,163	159,862	159,800	164,800	5,000
Net General Tax Support	346,421	321,747	352,800	347,100	(5,700)

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Treasurer	6.0	6.0	6.0	6.0	0
Total	6.0	6.0	6.0	6.0	0

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	300,639	303,030	312,469	314,683	2,214
Overtime	617	1,622	1,000	1,000	-
FICA	21,418	22,145	22,630	22,988	358
VRS-Employer	27,906	26,757	28,091	28,290	199
Retirees	4,750	6,096	7,140	7,716	576
Insurance Employer	3,813	3,900	4,093	4,122	29
VA Local Disability Plan	144	409	478	353	(125)
Worker's Compensation	198	192	209	189	(20)
Benefits Admin Fee	213	210	216	216	-
Employee Benefits	47,904	54,770	65,274	69,243	3,969
PERSONNEL	407,602	419,131	441,600	448,800	7,200
Other Professional Services	6,540	1,813	4,700	2,500	(2,200)
Printing & Binding	638	2,947	800	500	(300)
Local Media	17,486	3,638	3,600	1,000	(2,600)
Billing Service	25,584	25,557	29,000	30,000	1,000
CONTRACTUAL SERVICES	50,248	33,955	38,100	34,000	(4,100)

General Government - Treasurer

Expenditure Detail – continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Postal Services	9,811	10,216	12,000	13,000	1,000
Telecommunications	527	550	600	600	-
Office Equipment Lease	2,288	2,139	2,100	2,400	300
Mileage & Transportation	699	807	900	-	(900)
Travel & Training	2,049	2,995	4,900	-	(4,900)
Banking Fees	1,327	-	-	-	-
Dues & Memberships	1,935	1,745	750	2,100	1,350
Miscellaneous Charges & Fees	1,044	1,126	1,400	1,400	-
Office Supplies	5,075	5,271	5,200	5,400	200
Books & Subscriptions	266	143	250	200	(50)
Other Operating Supplies	4,713	3,531	4,800	4,000	(800)
OTHER CHARGES	29,734	28,523	32,900	29,100	(3,800)
TOTAL TREASURER	487,584	481,609	512,600	511,900	(700)

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.

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	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Output Measures					
Prepare monthly reports for City Council	12	12	12	12	12
Improve efficiency by decreasing the number of Vendor checks issued	7,728	7,286	7,460	7,100	7,000
Improve efficiency by increasing the number of Electronic Funds vendor payments (EFTs)	2,479	2,641	2,771	3,100	3,250
Prepare monthly and quarterly payroll reports and send to State and Federal agencies	Yes	Yes	Yes	Yes	Yes
Purchase orders issued	466	302	285	155	150
Outcome Measures					
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 2019 CAFR was awarded a Certificate of Achievement of Excellence in Financial Reporting and the City’s FY 2020 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 2020.

General Government – Finance

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Finance	6.0	6.0	6.0	6.0	0
Total	6.0	6.0	6.0	6.0	0

Expenditure Summary:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	568,542	584,731	608,600	612,800	4,200
Contractual Services	80,858	137,256	118,000	119,000	1,000
Internal Services	130	-	-	-	-
Other Charges	21,728	18,440	27,700	20,400	(7,300)
TOTAL EXPENDITURES	671,258	740,427	754,300	752,200	(2,100)

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	434,054	446,606	460,036	460,036	-
Overtime	232	74	200	200	-
FICA	32,183	33,128	31,792	31,478	(314)
VRS-Employer	41,638	40,178	41,357	41,357	-
Insurance Employer	5,689	5,855	6,027	6,027	-
Worker's Compensation	286	281	310	280	(30)
Benefits Admin Fee	216	216	216	216	-
Employee Benefits	53,680	57,856	68,110	72,654	4,544
VRS Health Ins Credit	564	537	552	552	-
PERSONNEL	568,542	584,731	608,600	612,800	4,200
Other Professional Services	79,339	136,469	115,000	115,000	-
Boards/Commission Members	-	225	1,000	500	(500)
Printing & Binding	1,519	562	2,000	1,500	(500)
Local Media	-	-	-	2,000	2,000
CONTRACTUAL SERVICES	80,858	137,256	118,000	119,000	1,000

General Government – Finance

Expenditure Detail – continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Copier Charges	130	-	-	-	-
INTERNAL SERVICES	130	-	-	-	-
Postal Services	3,477	3,566	4,000	3,500	(500)
Telecommunications	602	186	-	-	-
Office Equipment	2,247	2,451	3,000	3,000	-
Mileage & Transportation	525	-	2,000	-	(2,000)
Travel & Training	1,550	110	5,000	-	(5,000)
Dues & Memberships	2,995	2,671	3,000	3,000	-
Miscellaneous Charges & Fees	1,167	1,645	1,200	1,600	400
Office Supplies	5,586	3,663	4,000	4,000	-
Books & Subscriptions	266	253	500	300	(200)
Other Operating Supplies	3,313	3,895	5,000	5,000	-
OTHER CHARGES	21,728	18,440	27,700	20,400	(7,300)
TOTAL FINANCE	671,258	740,427	754,300	752,200	(2,100)

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) – 4 Hours
- 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

New FY 2020 Help Desk Data

- Total Requests completed by the Help Desk team- 2,377
- Total Requests completed by Help Desk Team with FCR Marked: 658
- Percentage of Requests completed via FCR: 27.6%

General Government – Innovation and Information Services

Outcomes/Trends:

Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Number of Devices					
Number of workstations/computers	284	261	256	270	284
Number of laptops	121	175	187	195	206
Number of mobile devices managed	50	200	295	304	313
Number of servers (physical/virtual)	36/63	15/79	14/75	13/78	12/81
Number of network devices	69	72	90	98	113

Expenditure Summary:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	657,663	783,688	904,200	905,600	1,400
Contractual Services	630,673	722,483	823,800	809,900	(13,900)
Internal Services	592	333	1,300	900	(400)
Other Charges	574,997	638,429	810,800	560,700	(250,100)
Capital	-	15,794	100,000	87,700	(12,300)
TOTAL EXPENDITURES	1,863,925	2,160,727	2,640,100	2,364,800	(275,300)

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Innovation and Information Services	8.0	9.0	10.0	10.0	0.0
Total	8.0	9.0	10.0	10.0	0.0

General Government – Innovation and Information Services

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	504,288	595,487	672,158	674,990	2,832
Overtime	2,686	416	1,000	1,000	-
FICA	37,153	43,541	50,047	48,857	(1,190)
VRS-Employer	46,144	52,992	60,427	60,679	252
Insurance Employer	6,306	7,722	8,805	8,905	100
VA Local Disability Plan	564	1,306	1,988	1,393	(595)
Worker's Compensation	334	376	452	417	(35)
Benefits Admin Fee	248	294	338	348	10
Employee Benefits	59,316	80,847	108,177	108,177	-
VRS Health Insurance Credit	624	707	808	834	26
PERSONNEL	657,663	783,688	904,200	905,600	1,400
Software as a Service	164,001	159,593	304,200	304,200	-
Other Professional Services	22,502	76,508	53,300	22,200	(31,100)
Travel & Training	1,964	-	7,900	-	(7,900)
Repairs & Maintenance	-	152	200	200	-
Computer Hardware/Software	441,934	485,988	457,700	482,800	25,100
Printing & Binding	272	242	500	500	-
CONTRACTUAL SERVICES	630,673	722,483	823,800	809,900	(13,900)
Equipment Fuel	138	123	300	300	-
Equipment Parts	17	39	300	300	-
Equipment Labor	60	171	300	300	-
Copier Charges	377	-	400	-	(400)
INTERNAL SERVICES	592	333	1,300	900	(400)
Postal Services	161	483	600	600	-
Telecommunications	228,669	380,782	328,150	344,000	15,850
Motor Vehicle Insurance	631	771	700	900	200
Mileage & Transportation	1,982	1,045	1,000	-	(1,000)
Travel & Training	29,869	32,843	30,550	-	(30,550)
Dues & Memberships	329	458	1,000	800	(200)
Miscellaneous Charges & Fees	389	84	-	400	400
Office Supplies	3,696	2,873	2,000	2,000	-
Books & Subscriptions	11,486	12,328	12,500	12,500	-

General Government – Innovation and Information Services

Expenditure Detail – continued:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2021
			ORIGINAL	ADOPTED	BUDGET
EXPENDITURES	ACTUAL	ACTUAL	BUDGET	BUDGET	Inc/(Dec)
Other Operating Supplies	8,272	15,554	7,000	8,000	1,000
Computer Hardware/Software	289,513	191,208	427,300	191,500	(235,800)
OTHER CHARGES	574,997	638,429	810,800	560,700	(250,100)
Computer Equip & Software	-	15,794	100,000	87,700	(12,300)
CAPITAL	-	15,794	100,000	87,700	(12,300)
TOTAL I & IS	1,863,925	2,160,727	2,640,100	2,364,800	(275,300)

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, safe and transparent 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. At the center of each daily task is the maintenance of Election Integrity.

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.

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 filings to qualify candidates desiring to be on the ballot
- Receive and document campaign finance reports for all local candidates
- Approve and order the coding of voting system & printing of paper ballots
- Successfully load elections onto voting system to equipment prior to election
- Oversee Logic & Accuracy testing of voting system to demonstrate accuracy of vote tabulation
- Recruit qualified 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 all procedures necessary for deployment of accurately designed electronic poll books, 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 of Election Results
- Maintain security plan for voting equipment
- Compile election night results data & statistics; submit to Department of Elections

General Government – Office of Elections

Election Administration – (continued)

- Maintain Election Day Emergency Plan; Coordinating with City Emergency Management
- Staff and Board participate routinely in educational opportunities offered by the Department of Elections; Director maintains certification as a VREO (VA Registered Election Official)
- Maintain understanding of current election law and keeps abreast of legislation and its impact on future election administration.

Performance Measures - Outcomes/Trends

Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Output Measures					
Number of elections	2	2	2	2	1*
Number of registered voters at FY start	15,232	15,617	16,278	16,345	16,500
Number of registered voters at FY end	15,617	16,278	16,345	16,500	17,000
Number of registered voters participating in elections (check-ins at polls)	13,038	9,522	9,175	9,849	15,000
Number of Officers of Election	133	120	73	115	150
Number of transactions (adds, changes, deletions & transferred out)	12,224	9,747	11,294	11,500	13,000
Number of absentee ballot applications processed	1,408	714	955	647	1,600

*June Primary is likely to be moved into FY2022 due to redistricting.

Funding Sources:

Funding Sources	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2020 BUDGET Inc/(Dec)
Revenue from Commonwealth	42,302	42,436	43,000	43,000	-
Designated Revenue	42,302	42,436	43,000	43,000	-
Net General Tax Support	151,663	139,102	178,400	182,900	4,500

General Government – Office of Elections

Expenditure Summary:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	137,017	138,843	147,700	158,000	10,300
Contractual Services	38,029	21,975	52,600	48,800	(3,800)
Other Charges	18,919	20,720	21,100	19,100	(2,000)
TOTAL EXPENDITURES	193,965	181,538	221,400	225,900	4,500

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Office of Elections	2.0	2.0	2.0	2.0	0

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	85,629	87,734	89,852	91,374	1,522
Overtime	1,995	2,061	500	500	-
Part-time Non-Classified	9,525	9,957	15,615	15,309	(306)
Electoral Board	8,579	8,592	8,592	8,851	259
FICA	7,892	8,230	8,692	8,468	(224)
VRS-Employer	8,204	7,843	8,077	8,214	137
Insurance Employer	1,120	1,144	1,177	1,197	20
VA Local Disability Plan	507	629	647	483	(164)
Worker's Compensation	227	212	196	215	19
Benefits Admin Fee	72	72	72	72	-
Employee Benefits	13,267	12,369	14,280	23,317	9,037
PERSONNEL	137,017	138,843	147,700	158,000	10,300
Other Professional Services	4,380	2,477	8,000	6,000	(2,000)
Temporary Help/Other	18,285	10,910	27,000	27,000	-
Repairs & Maintenance	-	60	1,000	600	(400)
Computer Hardware/Software	9,330	3,200	6,000	4,800	(1,200)
Printing & Binding	5,696	5,159	10,000	10,000	-
Local Media	338	169	600	400	(200)
CONTRACTUAL SERVICES	38,029	21,975	52,600	48,800	(3,800)

General Government – Office of Elections

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Postal Services	1,983	4,019	4,050	8,000	3,950
Office Equipment Lease	3,347	3,072	3,000	3,400	400
Mileage & Transportation	1,148	1,348	1,350	-	(1,350)
Travel & Training	4,278	4,271	4,200	-	(4,200)
Dues & Memberships	410	610	600	600	-
Miscellaneous Charges & Fees	1,500	750	1,500	1,000	(500)
Office Supplies	2,008	3,151	1,500	2,000	500
Food & Food Service	398	465	700	600	(100)
Books & Subscriptions	227	210	200	200	-
Other Operating Supplies	2,145	606	2,000	1,500	(500)
Computer Hardware/Software	1,475	2,218	2,000	1,800	(200)
OTHER CHARGES	18,919	20,720	21,100	19,100	(2,000)
TOTAL OFFICE OF ELECTIONS	193,965	181,538	221,400	225,900	4,500

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:

Funding Sources	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Local Revenue	82,543	87,181	83,000	87,000	4,000
Designated Revenue	82,543	87,181	83,000	87,000	4,000
Net General Tax Support	12,063	8,470	19,600	15,300	(4,300)

Expenditure Summary:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	87,559	89,388	93,500	94,200	700
Contractual Services	3,000	3,072	3,000	3,000	-
Other Charges	4,047	3,191	6,100	5,100	(1,000)
TOTAL EXPENDITURES	94,606	95,651	102,600	102,300	(300)

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Circuit Court	1.0	1.0	1.0	1.0	0
Total	1.0	1.0	1.0	1.0	0

Judicial Administration – Circuit Court

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 PROPOSED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	65,790	67,101	69,114	69,114	-
FICA	5,134	5,250	5,461	5,463	2
VRS-Employer	6,310	6,036	6,222	6,213	(9)
Insurance Employer	862	880	905	905	-
Worker's Compensation	47	46	51	51	-
Benefits Admin Fee	36	36	36	36	-
Employee Benefits	9,295	9,958	11,627	12,334	707
VRS Health Insurance Credit	85	81	84	84	-
PERSONNEL	87,559	89,388	93,500	94,200	700
Repairs & Maintenance	-	72	-	-	-
Contracted Parking	3,000	3,000	3,000	3,000	-
CONTRACTUAL SERVICES	3,000	3,072	3,000	3,000	-
Postal Services	118	75	200	200	-
Telecommunications	506	351	500	500	-
Office Equipment	2,038	1,719	2,200	2,200	-
Office Supplies	727	424	2,000	1,000	(1,000)
Books & Subscriptions	658	622	800	800	-
Other Operating Supplies	-	-	400	400	-
OTHER CHARGES	4,047	3,191	6,100	5,100	(1,000)
TOTAL CIRCUIT COURT	94,606	95,651	102,600	102,300	(300)

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.

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	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
New Cases	31,830	33,386	31,815	33,378	32,596

Expenditure Summary:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	7,114	827	7,400	7,400	-
Contractual Services	6,301	4,842	6,400	6,300	(100)
Other Charges	15,759	17,210	18,700	18,600	(100)
TOTAL EXPENDITURES	29,174	22,879	32,500	32,300	(200)

Judicial Administration – General District Court/Magistrate

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Part-time Non-Classified	6,605	768	6,830	6,830	-
FICA	505	59	562	562	-
Worker's Compensation	4	-	8	8	-
PERSONNEL	7,114	827	7,400	7,400	-
Legal Services	291	-	300	300	-
Repairs & Maintenance	-	-	100	-	(100)
Printing & Binding	10	42	-	-	-
Contracted Parking	6,000	4,800	6,000	6,000	-
CONTRACTUAL SERVICES	6,301	4,842	6,400	6,300	(100)
Postal Services	9,299	9,854	10,000	10,000	-
Office Equipment	3,744	3,819	4,500	4,500	-
Travel & Training	238	-	300	300	-
Dues & Memberships	285	171	300	200	(100)
Office Supplies	1,070	2,480	3,000	3,000	-
Books & Subscriptions	311	529	600	600	-
Other Operating Supplies	812	357	-	-	-
OTHER CHARGES	15,759	17,210	18,700	18,600	(100)
TOTAL GENERAL DIST COURT	29,174	22,879	32,500	32,300	(200)

MAGISTRATE

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Telecommunications	992	802	1,500	1,350	(150)
Office Equipment - Lease	931	861	1,000	1,000	-
Training & Education	-	52	500	500	-
Dues & Memberships	-	40	125	125	-
Office Supplies	678	716	500	500	-
Books & Subscriptions	132	296	250	250	-
Other Operating Supplies	90	89	250	250	-
OTHER CHARGES	2,823	2,856	4,125	3,975	(150)
MAGISTRATE	2,823	2,856	4,125	3,975	(150)

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:

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:

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.

The Winchester Juvenile and Domestic Relation District Court has four judges conducting on average 11.6 dockets per week. From 2018, this court saw an increase in caseload of 3.8%. This court estimates a decrease of 0.66% for the coming year.

Caseload	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
New Cases	2,487	2,811	2,703	2,685	2,668
Hearing Held	5,777	5,950	5,539	5,486	5,433

Judicial Administration – Juvenile and Domestic Relations Court

Expenditure Summary:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	23,686	15,578	25,800	25,800	-
Contractual Services	5,100	4,200	4,300	4,320	20
Other Charges	26,344	24,089	30,400	28,580	(1,820)
TOTAL EXPENDITURES	55,130	43,867	60,500	58,700	(1,800)

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Overtime	26	12	-	-	-
Part-time Non-Classified	21,963	14,451	24,000	24,000	-
FICA	1,682	1,106	1,775	1,775	-
Worker's Compensation	15	9	25	25	-
PERSONNEL	23,686	15,578	25,800	25,800	-
Legal Services	-	-	100	120	20
Contracted Parking	5,100	4,200	4,200	4,200	-
CONTRACTUAL SERVICES	5,100	4,200	4,300	4,320	20
Postal Services	14,157	14,755	16,000	16,000	-
Office Equipment	7,441	7,008	8,600	8,600	-
Travel & Training	418	513	500	-	(500)
Dues & Memberships	225	-	500	440	(60)
Office Supplies	2,203	1,084	3,000	1,500	(1,500)
Food & Food Service	190	-	200	200	-
Medical & Laboratory	1,107	-	1,000	1,300	300
Books & Subscriptions	-	125	-	-	-
Other Operating Supplies	378	493	300	270	(30)
Awards, Plaques, Other	225	111	300	270	(30)
OTHER CHARGES	26,344	24,089	30,400	28,580	(1,820)
TOTAL J&D RELATIONS CRT	55,130	43,867	60,500	58,700	(1,800)

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:

Funding Sources	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Revenue from Commonwealth	405,140	358,966	377,900	377,900	-
Designated Revenue	405,140	358,966	377,900	377,900	-
Net General Tax Support	137,689	181,624	228,800	221,900	(6,900)

Expenditure Summary:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	503,223	505,388	558,100	558,700	600
Contractual Services	20,625	18,139	24,800	22,800	(2,000)
Other Charges	18,981	17,063	23,800	18,300	(5,500)
TOTAL EXPENDITURES	542,829	540,590	606,700	599,800	(6,900)

Judicial Administration – Clerk of the Circuit Court

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Clerk of the Circuit Court	8.0	8.0	8.0	8.0	0
Total	8.0	8.0	8.0	8.0	0

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	358,733	358,861	398,657	395,727	(2,930)
Overtime	17,796	20,823	12,000	12,000	-
FICA	28,119	28,232	29,643	29,875	232
VRS-Employer	34,273	32,001	35,839	35,576	(263)
Retiree Health Insurance	-	-	-	3,900	3,900
Insurance Employer	4,682	4,664	5,222	5,184	(38)
VA Local Disability Plan	717	810	1,116	1,048	(68)
State Unemployment Tax	3,340	-	-	-	-
Worker's Compensation	244	235	268	240	(28)
Benefits Admin Fee	288	260	288	288	-
Employee Benefits	55,031	59,502	75,067	74,862	(205)
PERSONNEL	503,223	505,388	558,100	558,700	600
Accounting & Auditing	2,519	-	5,000	3,000	(2,000)
Other Professional Services	2,212	1,442	2,500	2,500	-
Repairs & Maintenance	13,670	13,670	13,500	13,500	-
Printing & Binding	474	527	800	800	-
Contracted Parking	1,750	2,500	3,000	3,000	-
CONTRACTUAL SERVICES	20,625	18,139	24,800	22,800	(2,000)
Postal Services	7,218	7,542	7,800	7,800	-
Office Equipment Lease	5,462	5,332	5,500	5,500	-
Mileage & Transportation	312	310	1,000	-	(1,000)
Travel & Training	1,296	-	3,000	-	(3,000)
Dues & Memberships	495	495	500	500	-
Office Supplies	2,753	3,324	4,000	4,000	-
Food & Food Service	-	60	300	300	-
Other Operating Supplies	1,445	-	200	200	-
Computer Hardware/Software	-	-	1,500	-	(1,500)
OTHER CHARGES	18,981	17,063	23,800	18,300	(5,500)
CLERK OF CIRCUIT COURT	542,829	540,590	606,700	599,800	(6,900)

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, processing civil papers, criminal papers, evictions, prisoner transports and extraditions, mental health commitments and transports, and juvenile transports. These are done at the request 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:

- Continue Accreditation Status
- Maintain and expand the Body Worn Camera Program
- Acquire and implement new Civil Process Software
- Encourage sustainable growth and partnerships through business and workforce development
- Provide a professional work environment that attracts and retains a diverse group of quality applicants
- Reward employee excellence and promote leadership through education and training
- Assure effective judicial and detention processes and services
- Promote and accelerate revitalization of target areas throughout the City
- Advance the quality of life for all Winchester Residents
- Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation
- Maintain the safety and security of the Joint Judicial Center and the Citizens of Winchester
- Actively work to improve community relations
- Implement initiatives to improve Deputy's wellness
- Search for and attempt to obtain grants to help supplement the budget

Judicial Administration – City Sheriff/Courthouse Security

Performance Measures – Outcomes/Trends:

Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Persons passing through the metal detectors	445,501	423,809	373,346	300,218	375,791
Number of days courthouse security provided	245	245	245	245	245
Civil papers served	13,248	14,268	11,593	10,000	12,965
Evictions	348	238	267	200	263
Temporary Detention Orders (mental transports)	96	64	69	75	82
Prisoner transports	223	235	201	180	218
Community Events	18	18	52	5	30
School Board Meetings	24	24	24	10	24
Extraditions of prisoners	98	74	83	80	85
Miles traveled for prisoner transports, extradition and TDOs (excluding air miles)	58,914	69,569	50,843	45,010	60,062
Juvenile Transports	69	52	100	75	110
K9 Deployments	0	0	18	8	20
Inmates Held at JJC	4,751	5,352	4,486	3,200	4,600

FY 2020 Estimates lower due to COVID-19.

Funding Sources:

Funding Sources	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Local Revenue	71,367	75,896	73,000	73,000	-
Revenue from Commonwealth	379,739	387,864	394,525	394,525	-
Designated Revenue	451,106	463,760	467,525	467,525	-
Net General Tax Support	1,124,057	1,135,502	1,218,775	1,141,475	(77,300)

Judicial Administration – City Sheriff/Courthouse Security

Expenditure Summary:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	1,391,097	1,419,874	1,452,300	1,441,100	(11,200)
Contractual Services	20,902	39,383	56,950	52,700	(4,250)
Internal Services	24,701	26,278	25,000	25,000	-
Other Charges	72,730	77,271	112,050	90,200	(21,850)
Capital	65,733	36,456	40,000	-	(40,000)
TOTAL EXPENDITURES	1,575,163	1,599,262	1,686,300	1,609,000	(77,300)

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Sheriff	15.0	15.0	14.0	14.0	0.0
Courthouse Security	2.0	2.0	2.0	2.0	0
Total	17.0	17.0	16.0	16.0	0.0

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
City Sheriff					
Regular	743,391	767,982	786,633	777,786	(8,847)
Overtime	59,312	53,844	37,500	37,500	-
Part-time Non-Classified	44,983	8,705	43,349	34,349	(9,000)
FICA	62,571	61,276	64,582	65,662	1,080
VRS-Employer	71,092	68,435	71,007	70,462	(545)
VRS -LODA	14,184	17,644	20,000	20,000	-
Retirees	17,100	18,288	21,420	23,150	1,730
Insurance Employer	9,714	9,972	10,347	10,267	(80)
VA Local Disability Plan	-	32	-	187	187
Worker's Compensation	15,298	14,512	15,544	14,847	(697)
Benefits Admin Fee	532	531	533	540	7
Employee Benefits	127,547	135,753	161,885	159,750	(2,135)
PERSONNEL	1,165,724	1,156,974	1,232,800	1,214,500	(18,300)
Repairs & Maintenance	2,912	390	5,200	2,200	(3,000)
Vehicle Repairs & Maintenance	13,111	9,865	14,500	13,500	(1,000)
Comp Maintenance Agreements	-	2,318	-	4,500	4,500
Printing & Binding	215	335	1,000	500	(500)

Judicial Administration – City Sheriff/Courthouse Security

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
<i>City Sheriff - continued</i>					
Fuel	24,695	24,369	25,000	25,000	-
Local Media	-	64	250	-	(250)
Laundry & Dry Cleaning	25	65	1,000	500	(500)
CONTRACTUAL SERVICES	16,263	13,037	21,950	21,200	(750)
Parts	6	657	-	-	-
Labor	-	1,252	-	-	-
INTERNAL SERVICES	24,701	26,278	25,000	25,000	-
Postal Services	745	744	2,000	1,000	(1,000)
Telecommunications	848	173	2,000	200	(1,800)
Motor Vehicle Insurance	7,705	10,063	10,000	11,300	1,300
Office Equipment Lease	2,374	2,139	2,700	2,700	-
Mileage & Transportation	14,016	14,839	10,000	14,000	4,000
Travel & Training	7,550	6,746	10,000	7,000	(3,000)
Extradition of Prisoners	105	108	500	500	-
Dues & Memberships	11,496	13,203	18,000	15,000	(3,000)
Miscellaneous Charges & Fees	117	(297)	100	100	-
Office Supplies	1,483	2,931	2,100	2,100	-
Food & Food Service	447	377	200	400	200
K-9 Supplies	205	48	-	-	-
Laundry & Janitorial	39	-	250	-	(250)
Building Repair & Maintenance	-	3,001	-	-	-
Vehicle & Equipment Fuels	3,619	3,423	3,700	3,700	-
Vehicle & Equipment Supplies	3,884	997	3,000	2,000	(1,000)
Police Supplies	10,579	11,060	32,100	15,100	(17,000)
Uniforms & Apparel	4,251	6,585	9,800	9,800	-
Books & Subscriptions	-	-	100	100	-
Other Operating Supplies	1,460	812	2,500	2,500	-
OTHER CHARGES	70,923	76,952	109,050	87,500	(21,550)
Motor Vehicle & Equipment	65,733	36,456	40,000	-	(40,000)
CAPITAL	65,733	36,456	40,000	-	(40,000)
TOTAL CITY SHERIFF	1,343,344	1,309,697	1,428,800	1,348,200	(80,600)

Judicial Administration – City Sheriff/Courthouse Security

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
<i>Courthouse Security</i>					
Regular	76,955	86,308	66,585	70,946	4,361
Overtime	8,516	9,684	10,000	10,000	-
Part-time Non-Classified	100,801	121,382	106,000	106,000	-
FICA	14,102	16,282	13,592	13,653	61
VRS-Employer	6,777	7,434	5,593	5,985	392
Insurance Employer	926	1,083	814	872	58
VA Local Disability Plan	130	163	-	-	-
Worker's Compensation	2,947	3,518	2,995	3,363	368
Benefits Admin Fee	66	68	36	36	-
Employee Benefits	14,136	16,978	13,885	15,745	1,860
VRS Health Insurance Credit	17	-	-	-	-
PERSONNEL	225,373	262,900	219,500	226,600	7,100
Repairs & Maintenance	4,566	26,346	35,000	31,500	(3,500)
Vehicle Repairs & Maintenance	73	-	-	-	-
CONTRACTUAL SERVICES	4,639	26,346	35,000	31,500	(3,500)
Building Repairs & Maintenance	69	84	-	-	-
Other Operating Supplies	1,738	235	3,000	2,700	(300)
OTHER CHARGES	1,807	319	3,000	2,700	(300)
TOTAL COURTHOUSE	231,819	289,565	257,500	260,800	3,300
TOTAL SHERIFF/ COURTHOUSE SECURITY	1,575,163	1,599,262	1,686,300	1,609,000	(77,300)

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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Juror Services - Grand Jury	3,000	4,000	5,000	4,000	(1,000)
Juror Services - Criminal Jury	7,000	9,000	12,000	9,000	(3,000)
Juror Services - Civil Jury	5,000	7,000	9,000	7,000	(2,000)
CONTRACTUAL SERVICES	15,000	20,000	26,000	20,000	(6,000)
JUROR SERVICES	15,000	20,000	26,000	20,000	(6,000)

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:

Cases Prosecuted	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Juvenile Court – Juvenile & Domestic	2,370	3,152	1,543**	TBD	TBD
General District Court	9,406	9,971	2,533**	TBD	TBD
Circuit Court	9,000	9,000*	3,543**	TBD	TBD
Total	20,776	22,123*	7,619**	TDB	TBD

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

**2019 is prosecuted, new and concluded cases in each court pulled from the Commonwealth Attorney's data base.

Judicial Administration – Commonwealth Attorney

Funding Sources:

Funding Sources	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Revenue from Commonwealth	725,719	757,098	780,200	780,200	-
Federal	-	-	70,600	70,600	-
Designated Revenue	725,719	757,098	850,800	850,800	-
Net General Tax Support	675,783	702,797	680,900	680,200	(700)

Expenditure Summary:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	1,186,952	1,243,341	1,369,400	1,492,800	123,400
Contractual Services	9,982	11,032	10,100	10,100	-
Other Charges	204,568	205,522	152,200	28,100	(124,100)
TOTAL EXPENDITURES	1,401,502	1,459,895	1,531,700	1,531,000	(700)

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Commonwealth Attorney	16.0	16.0	16.0	17.0	1.0
Total	16.0	16.0	16.0	17.0	1.0

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	914,975	956,598	1,043,930	1,129,939	86,009
Overtime	390	164	500	500	-
FICA	68,254	71,448	75,763	80,421	4,658
VRS-Employer	87,764	86,178	93,850	96,583	2,733
Insurance Employer	11,989	12,561	13,675	14,802	1,127
VA local Disability Plan	939	1,271	1,211	1,715	504
Worker's Compensation	1,316	1,275	1,419	1,353	(66)
Flex Benefits Admin Fee	540	547	576	612	36
Flex Benefits - Employee	100,731	113,248	138,340	166,749	28,409
VRS Health Insurance Credit	54	51	136	126	(10)
PERSONNEL	1,186,952	1,243,341	1,369,400	1,492,800	123,400

Judicial Administration – Commonwealth Attorney

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Computer Hardware/Software	9,555	10,602	9,100	9,100	-
Printing & Binding	427	430	1,000	1,000	-
CONTRACTUAL SERVICES	9,982	11,032	10,100	10,100	-
Postal Services	2,026	2,159	1,900	1,900	-
Office Equipment	5,455	5,111	5,400	5,400	-
Lease of Building	160,781	160,781	107,400	-	(170,400)
Mileage & Transportation	4,302	3,981	4,300	-	(4,300)
Travel & Training	11,290	10,460	12,000	-	(12,000)
Dues & Memberships	5,925	5,790	6,200	6,200	-
Miscellaneous Charges & Fees	-	21	-	-	-
Office Supplies	2,884	4,493	4,000	4,000	-
Food & Food Service	1,146	1,112	1,000	1,000	-
Books & Subscriptions	4,765	4,869	5,000	5,000	-
Other Operating Supplies	2,555	2,844	5,000	4,600	(400)
Computer Hardware/Software	3,439	3,901	-	-	-
OTHER CHARGES	204,568	205,522	152,200	28,100	(124,100)
TOTAL COMMONWEALTH ATTORNEY	1,401,502	1,459,895	1,531,700	1,531,000	(700)

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 meetings for 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:

- To provide the most extensive services possible to Victims and Witnesses of crime in the City of Winchester.
- 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.
- Assist the Virginia Parole Board in locating Victims for cases that occurred prior to the abolishment of Parole.
- Register Victims for Prisoner release notifications.

Funding Sources:

Funding Sources	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Revenue from Commonwealth	38,898	39,676	39,000	39,000	-
Revenue from Federal	116,695	119,029	119,000	119,000	-
Designated Revenue	155,593	158,705	158,000	158,000	-
Net General Tax Support	52,683	48,618	55,500	62,800	7,300



Judicial Administration – Victim Witness

Expenditure Summary:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	192,007	192,679	189,800	205,100	15,300
Contractual Services	472	610	5,900	2,100	(3,800)
Other Charges	15,797	14,034	17,800	13,600	(4,200)
TOTAL EXPENDITURES	208,276	207,323	213,500	220,800	7,300

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Victim Witness	2.0	2.0	2.0	2.0	0
Total	2.0	2.0	2.0	2.0	0

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	126,048	128,586	132,444	135,093	2,649
Part-time Non-classified	29,067	26,786	18,060	28,560	10,500
FICA	11,562	11,656	11,200	12,211	1,011
VRS-Employer	12,089	11,566	11,907	12,145	238
Insurance Employer	1,652	1,685	1,736	1,771	35
Worker's Compensation	102	98	101	104	3
Benefits Admin Fee	72	72	72	72	-
Employee Benefits	11,415	12,230	14,280	15,144	864
PERSONNEL	192,007	192,679	189,800	205,100	15,300
Professional Services	298	271	3,200	1,000	(2,200)
Computer Hardware/Software	159	-	400	400	-
Printing & Binding	15	139	1,500	500	(1,000)
Contracted Parking	-	200	800	200	(600)
CONTRACTUAL SERVICES	472	610	5,900	2,100	(3,800)
Postal Services	-	-	1,400	100	(1,300)
Telecommunications	979	1,139	1,600	1,500	(100)
Mileage & Transportation	2,405	1,788	825	2,000	1,175
Travel & Training	5,071	5,206	4,775	5,500	725
Dues & Memberships	-	200	200	200	-
Miscellaneous Charges	-	243	-	-	-

Judicial Administration – Victim Witness

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Office Supplies	4,941	2,518	7,700	3,000	(4,700)
Food & Food Service	-	-	200	200	-
Books & Subscriptions	200	335	100	100	-
Other Operating Supplies	841	865	1,000	1,000	-
Public Relations	160	696	-	-	-
Computer Hardware/Software	1,200	1,044	-	-	-
OTHER CHARGES	15,797	14,034	17,800	13,600	(4,200)
TOTAL VICTIM WITNESS	208,276	207,323	213,500	220,800	7,300

Public Safety – Police Department

Mission Statement

The Winchester Police Department is committed to improving the quality of life for all people by preventing crime in the city. 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

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	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Grand Theft	172	137	144	128	70
Motor Vehicle Theft	17	13	22	38	22
Robbery	21	15	26	16	6
Rape	7	15	12	9	6
Breaking & Entering*	109	114	93	86	78

*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 educate the public on use of Text to 9-1-1.
- 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	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Fire & Rescue Calls for Service	6,080	6,639	6,616	6,217	6,133
Police Calls for Service	43,093	44,567	44,785	45,584	43,856
Police Dispatched Calls	18,597	18,862	19,266	18,467	18,579
911 Calls	20,808	21,682	21,592	20,406	20,370
Total Phone Calls	142,291	136,537	132,421	127,947	120,075

Funding Sources:

Funding Sources	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Charges for Services	59,618	61,163	52,000	50,000	(2,000)
Recovered Costs	6,967	34,581	54,700	54,700	-
Commonwealth	985,305	1,135,664	958,800	1,017,800	59,000
Federal	53,770	41,957	33,000	33,000	-
Subtotal Designated Revenue	1,105,660	1,273,365	1,098,500	1,155,500	57,000
Net General Tax Support	8,041,792	7,964,358	8,546,200	8,219,700	(326,500)

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Police	87	88	90	90	0
Emergency Communications	15	15	15	15	0
Total Full-Time	102	103	105	105	0
Total Sworn Police	77	78	78	78	0

Public Safety – Police Department

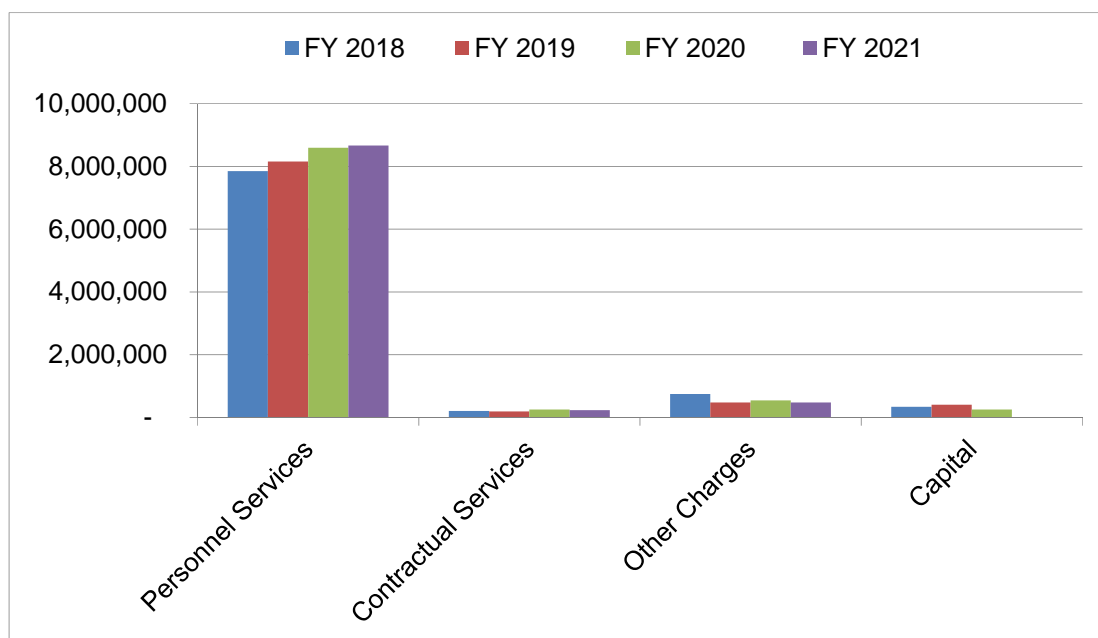
Expenditure Summary:

Expenditure by Division	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Police	7,888,661	8,044,735	8,458,200	8,150,200	(308,000)
Police Grants	291,084	222,205	84,600	85,500	900
Emergency Communications	967,707	970,783	1,101,900	1,139,500	37,600
TOTAL EXPENDITURES	9,147,452	9,237,723	9,644,700	9,375,200	(269,500)

Expenditure by Classification

Personnel Services	7,843,723	8,154,062	8,591,200	8,658,900	67,700
Contractual Services	211,299	195,848	253,500	235,800	(17,700)
Internal Services	-	35	-	-	-
Other Charges	749,184	479,047	545,000	480,500	(64,500)
Capital	343,246	408,731	255,000	-	(255,000)
TOTAL EXPENDITURES	9,147,452	9,237,723	9,644,700	9,375,200	(269,500)

FY 2021 Expenditures by Classification



Public Safety – Police Department

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Police					
Regular	4,669,836	4,841,375	5,073,255	5,063,255	(10,000)
Overtime	365,173	385,715	273,000	273,000	-
Part-time Non-classified	129,529	128,880	137,500	75,000	(62,500)
FICA	380,183	393,962	388,609	385,427	(3,182)
VRS-Employer	440,400	429,607	461,202	461,202	-
VRS-LODA	44,822	55,756	60,000	60,000	-
Retirees	28,500	33,528	32,130	38,600	6,470
Insurance-Employer	60,838	62,798	67,206	67,206	-
VA Local Disability Plan	499	707	2,709	1,179	(1,530)
State Unemployment Tax	9,754	-	-	-	-
Worker's Compensation	94,910	96,860	94,577	94,577	-
Clothing Allowance	9,188	8,438	8,250	8,250	-
Tuition Assistance	-	3,001	-	-	-
Benefits Admin Fee	2,960	3,057	3,204	3,204	-
Employee Benefits	662,529	749,400	880,602	974,662	94,060
VRS Health Insurance Credit	5,955	5,740	6,156	6,038	(118)
PERSONNEL	6,905,076	7,198,824	7,488,400	7,511,600	23,200
Health Care Services	891	-	6,500	2,000	(4,500)
Medical Examiner-Coroner	640	640	1,000	1,000	-
Interpreter Fees	9,889	8,980	15,000	8,000	(7,000)
Other Professional Services	15,759	19,171	17,000	17,000	-
Veterinarian Services	-	-	-	-	-
National Guard Personnel	14,726	15,000	15,000	15,000	-
Repairs & Maintenance	8,606	776	7,000	1,000	(6,000)
Vehicle Repairs & Maintenance	94,015	81,554	110,000	110,000	-
Printing & Binding	5,822	7,658	6,500	6,500	-
Local Media	367	172	200	200	-
Laundry & Dry Cleaning	313	366	300	300	-
Probation Monitoring/ASAP	23,245	23,245	23,300	26,100	2,800
Food Services - Catering	1,200	1,200	1,200	1,200	-
CONTRACTUAL SERVICES	175,473	158,762	203,000	188,300	(14,700)
Parts	-	35	-	-	-
INTERNAL SERVICES	-	35	-	-	-
Electrical Services	107	-	-	-	-
Postal Services	4,038	2,156	5,000	5,000	-
Telecommunications	25,024	-	-	-	-
Motor Vehicle Insurance	42,536	40,217	44,300	54,800	10,500
Group Accident	340	340	500	500	-

Public Safety – Police Department

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
<i>Police - continued</i>					
Office Equipment Rental	6,475	6,557	7,000	7,000	-
Mileage & Transportation	439	810	700	-	(700)
Travel & Training	34,047	38,473	40,500	11,500	(29,000)
NW VA Reg Drug Task Force	10,499	9,219	11,500	11,500	-
Dues & Memberships	39,531	40,169	48,600	48,600	-
Miscellaneous Charges & Fees	3,735	303	100	100	-
Background Checks	425	210	-	-	-
Office Supplies	17,315	11,133	22,500	10,500	(12,000)
Food & Food Service	682	642	750	750	-
Landscaping/Agricultural Supplies	2,797	3,192	2,000	3,000	1,000
Medical & Laboratory	1,422	1,754	1,500	1,500	-
Laundry & Janitorial	14	50	100	100	-
Vehicle & Equipment Fuels	99,660	95,779	105,000	99,200	(5,800)
Vehicle & Equipment Supplies	3,485	2,539	2,500	2,500	-
Police Supplies	166,571	93,290	127,350	121,650	(5,700)
Uniforms & Apparel	38,556	34,563	52,450	40,000	(12,450)
Books & Subscriptions	77	521	3,100	2,100	(1,000)
Other Operating Supplies	20,310	20,867	31,350	25,000	(6,350)
Computer Supplies	519	-	-	-	-
K9 Dog Supplies	16,883	2,207	5,000	5,000	-
Awards, Plaques, Other	10	-	-	-	-
OTHER CHARGES	535,497	404,991	511,800	450,300	(61,500)
Motor Vehicle & Equipment	272,615	282,123	255,000	-	(255,000)
CAPITAL	272,615	282,123	255,000	-	(255,000)
TOTAL POLICE	7,888,661	8,044,735	8,458,200	8,150,200	(308,000)
<i>Police Grants</i>					
Regular	751	13,703	40,685	41,496	811
Overtime	30,453	26,898	21,500	21,500	-
FICA	2,333	2,914	5,179	4,785	(394)
VRS-Employer	-	1,140	3,658	3,731	73
Insurance Employer	-	166	533	544	11
Worker's Compensation	564	719	820	787	(33)
Benefits Admin Fee	-	10	36	36	-
Employee Benefits	-	3,020	7,140	7,572	432
VRS Health Insurance Credit	-	15	49	49	-
PERSONNEL	34,101	48,585	79,600	80,500	900

Public Safety – Police Department

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
<i>Police Grants - continued</i>					
Lease/Rent Buildings	8,000	-	-	-	-
Travel & Training	270	240	-	-	-
Misc Charges & Fees	2,000	-	-	-	-
Office Supplies	495	227	-	-	-
Police Supplies	12,078	13,815	5,000	5,000	-
Uniforms & Apparel	5,266	15,423	-	-	-
Other Operating Supplies	157,979	670	-	-	-
Computer Equip & Supplies	264	16,637	-	-	-
OTHER CHARGES	186,352	47,012	5,000	5,000	-
Computer Hardware/Software	70,631	126,608	-	-	-
CAPITAL	70,631	126,608	-	-	-
TOTAL POLICE GRANTS	291,084	222,205	84,600	85,500	900
<i>Emergency Communications</i>					
Regular	620,793	609,595	687,294	717,018	29,724
Overtime	30,351	52,574	42,000	42,000	-
Part-time Non-Classified	25,477	23,533	23,000	23,000	-
FICA	48,952	49,724	56,202	57,792	1,590
VRS-Employer	59,447	54,752	61,788	64,460	2,672
Insurance Employer	8,120	7,981	9,004	9,393	389
VA Local Disability Plan	947	926	1,495	1,143	(352)
Worker's Compensation	440	422	525	445	(80)
Benefits Admin Fee	498	456	540	540	-
Employee Benefits	108,717	105,959	140,527	150,148	9,621
VRS Health Insurance Credit	804	731	825	861	36
PERSONNEL	904,546	906,653	1,023,200	1,066,800	43,600
Repairs & Maintenance	242	1,580	8,300	5,300	(3,000)
E911 Name/Address Service	35,144	34,728	41,800	41,800	-
Printing & Binding	440	778	400	400	-
CONTRACTUAL SERVICES	35,826	37,086	50,500	47,500	(3,000)
Postal Services	98	210	175	175	-
Telecommunications	1,349	974	1,005	1,005	-
Property Insurance	143	146	-	-	-
Travel & Training	5,367	4,363	6,000	3,000	(3,000)
Dues & Memberships	7,787	8,280	8,785	8,785	-
Office Supplies	4,244	2,865	3,935	4,535	600

Public Safety – Police Department

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
<i>ECC - continued</i>					
Food & Food Service	1,099	1,311	1,200	1,200	-
Vehicle & Equipment Fuels	27	58	100	100	-
Uniforms & Apparel	1,688	1,957	2,200	2,200	-
Books & Subscriptions	60	61	200	200	-
Other Operating Supplies	5,473	6,761	4,500	3,900	(600)
Awards, Plaques, Other	-	58	100	100	-
OTHER CHARGES	27,335	27,044	28,200	25,200	(3,000)
TOTAL ECC	967,707	970,783	1,101,900	1,139,500	37,600
TOTAL POLICE DEPARTMENT	9,147,452	9,237,723	9,644,700	9,375,200	(269,500)

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
 - Develop a plan to address the topics identified in the fire department study
 - Increase daily staffing for assurance of two (2) personnel on each piece of fire and rescue apparatus each day
 - 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/ Adopt	Actual	Request/ Adopt	Actual	Request/ Adopt	Actual	Request/ Goals
New Firefighters	0	0	3	1	3	1	Waiting On Study
Accidents while Responding	0	0	0	1	0	2	0
OSHA Recordable Causalities	0	2	0	3	0	3	0
Unit Mobilization interval <=2 minutes	=>96%	91.30%	=>96%	94.51%	=>96%	93.75%	=>96%
Response Time Interval <=6 minutes	>96%	73.97%	=>96%	77.61%	=>96%	73.88%	=>96%
Total Response Time <=8 minutes	=>90%	83.97%	=>90%	87.41%	=>90%	84.41%	=>90%
All Cardiac Resuscitation Rate	>=40%	39%	=>40%	30.77%	=>40%	38.10%	=>40%
All Cardiac Arrest Hospital Discharge Rate	Not Established	Not Established	Not Established	Not Established	Not Established	75%	>=30%
V-Fib/V-Tach Cardiac Resuscitation Rate	=>40%	5%	=>40%	42.85%	=>40%	33%	=>40%
V-Fib/V-Tach Hospital Discharge Rate	=>30%	37.5%	=>30%	28.57%	=>30%	100%	=>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

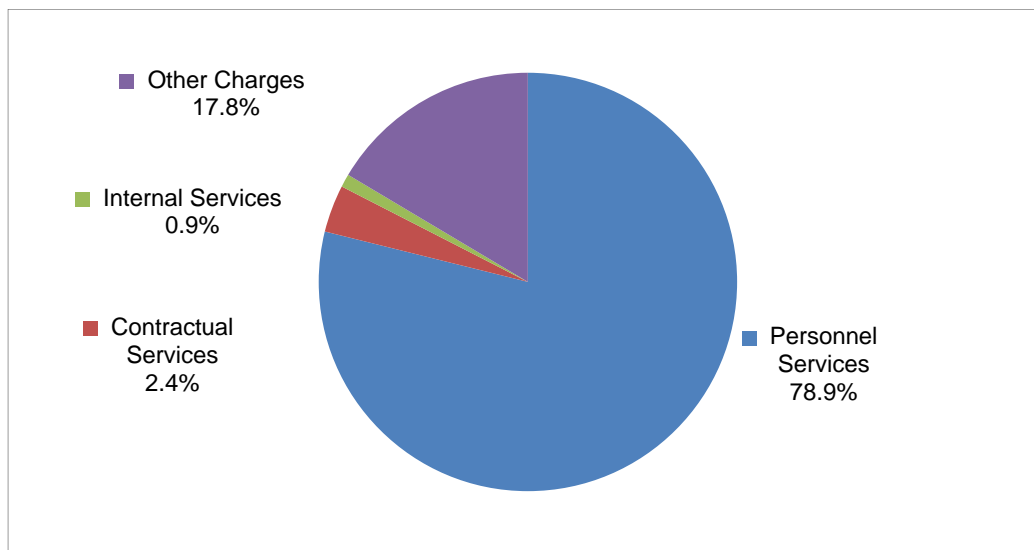
Expenditure Summary:

Expenditures by Division	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Fire	5,516,633	6,232,683	6,290,300	6,164,600	(125,700)
Fire Grants	491,700	335,306	825,000	910,900	85,900
Hazardous Materials	43,510	55,019	76,700	76,600	(100)
TOTAL EXPENDITURES	6,051,843	6,623,008	7,192,000	7,152,100	(39,900)

Expenditure by Classification

Personnel Services	4,869,530	5,456,148	5,672,700	5,640,400	(32,300)
Contractual Services	158,609	261,330	263,200	171,900	(91,300)
Internal Services	72,193	79,146	73,500	66,500	(7,000)
Other Charges	697,991	585,461	1,182,600	1,273,300	90,700
Capital	253,520	240,923	-	-	-
TOTAL EXPENDITURES	6,051,843	6,623,008	7,192,000	7,152,100	(39,900)

FY 2021 Expenditures by Classification



Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Fire	62.0	62.0	63.0	63.0	0
Total Full-Time	62.0	62.0	63.0	63.0	0
Total Firefighters	59.0	59.0	60.0	60.0	0

Public Safety – Fire and Rescue Department

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
FIRE & RESCUE					
Regular	3,258,166	3,501,637	3,863,214	3,759,168	(104,046)
Overtime	283,233	382,305	202,600	202,600	-
Non-classified Part-time	45,451	123,923	44,700	44,700	-
FICA	263,141	295,316	293,485	284,953	(8,532)
VRS-Employer	306,028	310,956	337,386	336,330	(1,056)
VRS - LODA	36,028	43,581	50,000	50,000	-
Retirees	50,825	57,497	57,120	54,000	(3,120)
Insurance-Employer	42,119	45,656	49,746	49,010	(736)
VA Local Disability Plan	151	193	573	199	(374)
Worker's Compensation	122,213	131,703	136,315	126,026	(10,289)
Tuition Assistance	-	13,688	-	-	-
Benefits Admin Fee	2,008	2,150	2,292	2,263	(29)
Employee Benefits	439,102	518,487	603,114	699,060	95,946
VRS Health Insurance Credit	4,144	4,150	4,555	4,491	(64)
PERSONNEL	4,852,609	5,431,242	5,645,100	5,612,800	(32,300)
Health Care Services	16,923	19,704	18,000	18,000	-
Other Professional Services	12,372	14,105	63,200	28,200	(35,000)
Training/Education	609	66,897	51,000	1,000	(50,000)
Repairs & Maintenance	43,561	33,814	24,200	34,200	10,000
Vehicle Repairs & Maintenance	14,051	65,704	50,000	30,000	(20,000)
Fire Apparatus Testing	8,729	7,444	8,500	8,500	-
Printing & Binding	1,111	1,392	1,500	1,500	-
Local Media	-	215	-	-	-
Laundry & Dry Cleaning	20,283	21,776	20,700	25,700	5,000
Sanitary Landfill Usage	12	100	-	-	-
Volunteer Fire Stations	-	-	500	-	(500)
Food Services	-	-	800	-	(800)
CONTRACTUAL SERVICES	117,651	231,151	238,400	147,100	(91,300)
Fuel	58,653	63,492	72,000	65,000	(7,000)
Parts	4,932	3,096	-	-	-
Labor	6,899	9,344	-	-	-
INTERNAL SERVICES	70,484	75,932	72,000	65,000	(7,000)
Electrical Services	2,195	2,508	1,800	1,800	-
Postal Services	992	753	700	700	-
Telecommunications	2,024	69	400	400	-
Property Insurance	707	707	800	1,500	700
Motor Vehicle Insurance	4,002	9,403	4,000	9,100	5,100
Group Accident	24,617	25,030	14,000	25,300	11,300
Office Equipment	985	361	1,000	1,000	-

Public Safety – Fire and Rescue Department

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
<i>FIRE & RESCUE - continued</i>					
Mileage & Transportation	1,045	228	200	-	(200)
Travel & Training	22,622	13,265	10,000	-	(10,000)
Volunteer Fire Department	192,000	192,000	192,000	192,000	-
Volunteer Fireman Incentive Program	164	432	500	500	-
Dues & Memberships	2,942	1,509	3,800	1,800	(2,000)
Miscellaneous Charges & Fees	20	29	-	-	-
Office Supplies	7,886	6,993	3,200	3,200	-
Food & Food Service	6,299	5,222	3,000	3,000	-
Medical & Laboratory	28,460	26,770	24,000	24,000	-
Laundry & Janitorial	1,216	1,168	1,300	1,300	-
Building Repair & Maintenance	-	3,208	-	-	-
Vehicle & Equipment Fuels	1,703	1,373	2,000	2,000	-
Vehicle & Equipment Supplies	1,722	1,861	10,000	2,000	(8,000)
Uniforms & Apparel	36,152	42,345	34,100	34,100	-
Books & Subscriptions	2,126	803	4,500	2,500	(2,000)
Other Operating Supplies	31,160	35,526	23,500	33,500	10,000
Computer Hardware/Software	2,440	232	-	-	-
OTHER CHARGES	373,479	371,795	334,800	339,700	4,900
Motor Vehicle & Equipment	102,410	122,563	-	-	-
CAPITAL	102,410	122,563	-	-	-
TOTAL FIRE	5,516,633	6,232,683	6,290,300	6,164,600	(125,700)
<i>FIRE GRANTS</i>					
Repairs & Maintenance	4,067	3,371	-	-	-
Vehicle Repairs & Maintenance	9,715	-	-	-	-
Laundry & Dry Cleaning	15,288	11,592	-	-	-
CONTRACTUAL SERVICES	29,070	14,963	-	-	-
Telecommunications	6,316	-	-	-	-
Travel & Training	17,216	12,408	7,000	15,800	8,800
Medical & Laboratory	18,190	18,977	15,000	-	(15,000)
Uniforms & Apparel	68,670	59,658	120,800	58,000	(62,800)
Books & Subscriptions	1,992	1,346	1,700	1,700	-
Other Operating Supplies	193,097	109,594	680,500	835,400	154,900
Computer Hardware/Software	6,039	-	-	-	-
OTHER CHARGES	311,520	201,983	825,000	910,900	85,900
Machinery & Equipment	151,110	118,360	-	-	-
CAPITAL	151,110	118,360	-	-	-
TOTAL FIRE GRANTS	491,700	335,306	825,000	910,900	85,900

Public Safety – Fire and Rescue Department

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
HAZARDOUS MATERIAL					
Regular	12,547	13,385	13,560	13,560	-
Overtime	48	5,331	7,500	7,500	-
FICA	964	1,400	1,102	1,102	-
VRS-Employer	1,205	1,478	1,289	1,289	-
Insurance Employer	164	221	175	175	-
VA Local Disability Plan	74	95	97	97	-
Worker's Compensation	8	215	11	11	-
Benefits Admin Fee	12	13	12	12	-
Employee Benefits	1,883	2,748	3,837	3,837	-
VRS Health Insurance Credit	16	20	17	17	-
PERSONNEL	16,921	24,906	27,600	27,600	-
Health Care Services	10,998	10,172	10,700	10,700	-
Repairs & Maintenance	-	-	1,500	1,500	-
Vehicle Repairs & Maintenance	890	3,311	5,100	5,100	-
Purchase Services - Fred County	-	1,733	7,500	7,500	-
CONTRACTUAL SERVICES	11,888	15,216	24,800	24,800	-
Fuel	153	136	500	500	-
Parts	615	751	500	500	-
Labor	941	2,327	500	500	-
INTERNAL SERVICES	1,709	3,214	1,500	1,500	-
Postal Services	-	-	100	100	-
Telecommunications	237	-	3,000	3,000	-
Motor Vehicle Insurance	1,580	2,028	2,400	2,300	(100)
Office Equipment	447	172	500	500	-
Mileage & Transportation	-	-	100	100	-
Travel & Training	1,121	-	1,100	1,100	-
Office Supplies	29	328	200	200	-
Vehicle & Equipment Fuels	461	-	100	100	-
Vehicle & Equipment Supplies	60	35	100	100	-
Books & Subscriptions	-	-	200	200	-
Other Operating Supplies	9,057	9,120	15,000	15,000	-
OTHER CHARGES	12,992	11,683	22,800	22,700	(100)
TOTAL HAZARDOUS MATERIAL	43,510	55,019	76,700	76,600	(100)
TOTAL FIRE DEPARTMENT	6,051,843	6,623,008	7,192,000	7,152,100	(39,900)

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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Contracted Parking	2,400	2,400	2,400	2,400	-
CONTRACTUAL SERVICES	2,400	2,400	2,400	2,400	-
Telecommunications	261	295	300	300	-
Lease of Buildings	101,260	101,260	67,600	-	(67,600)
Office Supplies	231	896	2,400	1,500	(900)
Food & Food Service	404	711	400	400	-
Other Operating Supplies	-	514	-	-	-
OTHER CHARGES	102,156	103,676	70,700	2,200	(68,500)
TOTAL J & DR Court Services	104,556	106,076	73,100	4,600	(68,500)

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:

- 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:

- 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 inquires, 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	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2021 Estimated
Output Measures					
Graffiti Abatement	28	6	5	5	5
Nuisance	696	480	774	625	600
Overcrowding	19	16	15	10	10
Property Maintenance	224	225	355	350	375
Rental Housing	215	551	510	400	325
Vacant Building Registry	52	74	66	60	60
Total Number of Building Permits Issued	1816	1828	1015	1600	1700
Residential Construction Value	\$27,063,432	\$12,310,789	\$25,873,604	\$16,000,000	\$12,000,000
Commercial Construction Value	\$24,047,180	\$40,066,551	\$58,253,507	\$35,000,000	\$45,000,000

Expenditure Summary:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	480,250	533,747	570,700	499,200	(71,500)
Contractual Services	9,666	10,932	12,900	10,200	(2,700)
Internal Services	10,028	7,688	13,200	10,200	(3,000)
Other Charges	15,546	19,075	21,900	15,000	(6,900)
Capital	21,131	-	22,000	-	(22,000)
TOTAL EXPENDITURES	536,621	571,442	640,700	534,600	(106,100)

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Inspections*	7.5	7.5	7.5	7.5	0
Total	7.5	7.5	7.5	7.5	0

*1 position shared with Planning; 1 position unfunded in FY21

Public Safety – Inspections

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	349,413	388,862	411,623	353,735	(57,888)
Overtime	988	618	350	350	-
FICA	25,499	28,638	30,212	27,099	(3,113)
VRS-Employer	33,508	35,016	37,104	31,394	(5,710)
Retirees	5,700	12,192	7,140	15,432	8,292
Insurance Employer	4,579	5,103	5,406	4,575	(831)
VA Local Disability Plan	163	534	560	483	(77)
Worker's Compensation	2,059	2,141	2,374	2,025	(349)
Benefits Admin Fee	261	261	270	234	(36)
Employee Benefits	57,627	59,915	75,166	63,454	(11,712)
VRS Health Insurance Credit	453	467	495	419	(76)
PERSONNEL	480,250	533,747	570,700	499,200	(71,500)
Employment Agencies	-	1,761	-	-	-
Vehicle Repairs & Maintenance	228	2,526	500	500	-
Mowing & Trimming	-	-	500	-	(500)
Printing & Binding	478	740	700	700	-
Advertising	-	-	200	-	(200)
Clean-up Private Parcels	8,960	5,905	11,000	9,000	(2,000)
CONTRACTUAL SERVICES	9,666	10,932	12,900	10,200	(2,700)
Fleet Maintenance/Fuel	3,272	3,321	4,000	4,000	-
Fleet Maintenance/Parts	2,374	1,127	3,000	2,000	(1,000)
Fleet Maintenance/Labor	4,286	3,044	6,000	4,000	(2,000)
Copier Charges	96	196	200	200	-
INTERNAL SERVICES	10,028	7,688	13,200	10,200	(3,000)
Postal Services	4,533	6,769	6,000	1,200	(4,800)
Telecommunications	976	-	-	-	-
Motor Vehicle Insurance	2,409	3,156	3,600	2,500	(1,100)
Mileage & Transportation	-	20	100	100	-
Travel & Training	1,880	2,278	3,900	2,900	(1,000)
Dues & Memberships	370	445	400	400	-
Court Filing Fees	24	124	300	300	-
Miscellaneous Charges & Fees	476	-	-	-	-
Office Supplies	1,437	1,520	2,000	2,000	-
Vehicle & Equipment Fuels	61	56	100	100	-
Uniforms & Apparel	1,037	1,214	1,400	1,400	-
Books & Subscriptions	1,169	2,304	2,500	2,500	-
Other Operating Supplies	1,174	1,189	1,100	1,100	-
Computer Equip & Supplies	-	-	500	500	-
OTHER CHARGES	15,546	19,075	21,900	15,000	(6,900)

Public Safety – Inspections

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Motor Vehicle & Equipment	21,131	-	22,000	-	(22,000)
CAPITAL	21,131	-	22,000	-	(22,000)
TOTAL INSPECTIONS	536,621	571,442	640,700	534,600	(106,100)

Public Safety – Emergency Management

Emergency Management is the coordination of federal, state, and local stakeholders where they plan as a whole community to prepare, prevent, mitigate, respond and recover from natural or man-made disasters. The failure to adequately plan for these types of events could lead to loss of life, loss of property, or an increased environmental impact. Events covered by disaster management include response to natural and man-made disasters, coordination, communication, management, exercise and training for all stakeholders and engagement with volunteer organizations, private businesses and community partners.

Goals and Objectives:

- Launch an online dashboard for emergency operations quick reaction statistical tracking
- Continue to enhance the use of City mass notification system (Everbridge) by conducting training to specified users
- Conduct ongoing training and exercise programs to prepare staff for Emergency Operations Center (EOC) activations and operations
 - Training and Exercise => 5 per year
- Continue to support the CERT program through scheduled training and inclusion of members in various exercises
- Review and Maintain the City's Emergency Operations Plan (EOP) and related Essential Support Functions (ESFs)
 - Review the EOP/ESFs => 2 times per year
- Engage community stakeholders through meetings, public awareness, and preparedness education utilizing social media outlets, safety fairs, and training
 - Community Contact = > 10 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/ Adopt	Actual	Request/ Adopt	Actual	Request/ Adopt	Actual	Request/ Goals
Conduct Ongoing training and exercise programs to prepare staff for Emergency Operations Center (EOC) activations and operations	=>3	Yes	=>3	Yes	=>3	7	=>3
Review and Maintain the City's Emergency Operations Plan (EOC)	=>2	Yes	=>2	Yes	=>2	4	=>2
Conduct public awareness and preparedness education through media outlets, safety fairs and trainings	=>5	Yes	=>5	Yes	=>5	14	=>5
Review the Regional Mitigation Plan	=>2	Yes	=>2	Yes	=>2	2	=>2
Conduct radio system maintenance to ensure reliability	N/A	N/A	=>4	5	=>4	4	=>4

Expenditure Summary:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	89,148	120,576	212,500	199,900	(12,600)
Contractual Services	254,076	358,102	368,200	372,500	4,300
Internal Services	2,115	5,114	3,400	3,750	350
Other Charges	9,688	47,985	22,400	17,250	(5,150)
Capital	-	134,422	-	-	-
TOTAL EXPENDITURES	355,027	666,199	606,500	593,400	(13,100)

Public Safety – Emergency Management

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Emergency Management	2.0	2.0	2.0	2.0	0
Total	2.0	2.0	2.0	2.0	0

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	66,365	88,741	160,449	159,058	(1,391)
Overtime	1,135	2,472	-	-	-
FICA	4,231	6,120	11,191	11,222	31
VRS-Employer	5,225	6,949	14,424	14,299	(125)
Insurance Employer	714	1,013	2,101	2,084	(17)
VA Local Disability Plan	323	388	412	285	(127)
Worker's Compensation	307	338	405	355	(50)
Tuition Assistance	-	2,025	-	-	-
Benefits Admin Fee	40	44	72	72	-
Employee Benefits	10,737	12,393	23,253	12,334	(10,919)
VRS Health Insurance Credit	71	93	193	191	(2)
PERSONNEL	89,148	120,576	212,500	199,900	(12,600)
Repairs & Maintenance	252,379	353,386	367,200	372,000	4,800
Vehicle Repairs & Maintenance	1,697	4,599	-	-	-
Printing & Binding	-	117	1,000	500	(500)
CONTRACTUAL SERVICES	254,076	358,102	368,200	372,500	4,300
Fleet Maintenance/Fuel	902	906	700	1,050	350
Fleet Maintenance/Parts	176	462	1,200	1,200	-
Fleet Maintenance/Labor	1,037	3,746	1,500	1,500	-
INTERNAL SERVICES	2,115	5,114	3,400	3,750	350
Electrical Services	3,416	4,120	4,200	4,200	-
Postal Services	471	1,596	950	400	(550)
Telecommunications	490	49	400	-	(400)
Motor Vehicle Insurance	1,306	1,707	1,600	2,400	800
Office Equipment	275	175	400	-	(400)
Mileage & Transportation	-	-	750	-	(750)
Travel & Training	718	2,248	3,000	-	(3,000)
Dues & Memberships	-	217	500	300	(200)
Office Supplies	249	430	1,200	1,200	-
Food & Food Service	85	78	100	100	-
Vehicle & Equipment Fuels	14	423	850	500	(350)

Public Safety – Emergency Management

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Uniforms & Apparel	-	723	750	400	(350)
Vehicle & Equipment Supplies	-	-	400	450	50
Other Operating Supplies	2,664	36,219	7,300	7,300	-
OTHER CHARGES	9,688	47,985	22,400	17,250	(5,150)
Machinery & Equipment	-	134,422	-	-	-
CAPITAL	-	134,422	-	-	-
TOTAL EMERGENCY MGMT	355,027	666,199	606,500	593,400	(13,100)

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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	136,739	137,124	135,900	153,900	18,000
Contractual Services	109,932	47,327	92,200	78,500	(13,700)
Other Charges	21,253	16,055	19,400	18,100	(1,300)
TOTAL EXPENDITURES	267,924	200,506	247,500	250,500	3,000

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Streets	1.0	1.0	1.0	1.0	0
Storm Drainage	1.0	1.0	1.0	1.0	0
Total	2.0	2.0	2.0	2.0	0

Public Works – Streets/Storm Drainage

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
STREETS					
Regular	52,880	58,807	49,339	64,339	15,000
Overtime	189	3,353	2,000	2,000	-
FICA	4,003	4,690	3,890	5,069	1,179
VRS-Employer	4,759	5,133	4,435	5,784	1,349
Insurance Employer	650	748	647	844	197
VA Local Disability Plan	279	380	355	463	108
Worker's Compensation	593	618	298	315	17
Benefits Admin Fee	36	36	36	36	-
Employee Benefits	5,705	6,118	7,140	7,572	432
VRS Health Ins Credit	65	68	60	78	18
PERSONNEL	69,159	79,951	68,200	86,500	18,300
Landscaping Service	41,912	44,782	90,700	78,500	(12,200)
Printing & Binding	175	235	-	-	-
Laundry & Dry Cleaning	-	-	1,500	-	(1,500)
CONTRACTUAL SERV	42,087	45,017	92,200	78,500	(13,700)
General Liability Insurance	9,181	5,156	9,000	5,900	(3,100)
Rental Equipment	1,052	4,420	1,000	1,000	-
Food & Food Service	1,486	1,691	-	1,500	1,500
Landscaping/Agricultural Supplies	4,010	-	5,000	5,000	-
Laundry & Janitorial	920	920	200	200	-
Repair & Maintenance Supplies	1,604	179	1,000	500	(500)
Uniforms & Apparel	-	-	200	-	(200)
OTHER CHARGES	18,253	12,366	16,400	14,100	(2,300)
TOTAL STREETS	129,499	137,334	176,800	179,100	2,300
STORM DRAINAGE					
Regular	52,877	43,154	50,925	50,440	(485)
FICA	3,907	3,275	3,903	3,800	(103)
VRS-Employer	4,007	4,072	4,577	4,535	(42)
Insurance Employer	547	594	667	661	(6)
VA Local Disability Plan	99	318	356	266	(90)
Worker's Compensation	35	27	35	30	(5)
Benefits Admin Fee	27	30	36	36	-
Employee Benefits	6,027	5,649	7,140	7,572	432
VRS Health Insurance Credit	54	54	61	60	(1)
PERSONNEL	67,580	57,173	67,700	67,400	(300)

Public Works – Streets/Storm Drainage

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Professional Services	67,845	2,310	-	-	-
CONTRACTUAL SERVICES	67,845	2,310	-	-	-
Miscellaneous Charges & Fees	3,000	3,689	3,000	4,000	1,000
OTHER CHARGES	3,000	3,689	3,000	4,000	1,000
TOTAL STORM DRAINAGE	138,425	63,172	70,700	71,400	700
TOTAL	267,924	200,506	247,500	250,500	3,000

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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	1,288	2,710	4,500	4,300	(200)
Contractual Services	63,863	50,594	57,000	80,200	23,200
Internal Services	545	506	3,000	600	(2,400)
Other Charges	37,521	35,952	37,600	31,100	(6,500)
TOTAL EXPENDITURES	103,217	89,762	102,100	116,200	14,100

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Loudoun Mall	1.0	0	0	0	0
Total	1.0	0	0	0	0

Public Works – Loudoun Mall

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Part-time Non-classified	1,158	2,433	4,000	4,000	-
FICA	89	185	306	200	(106)
Worker's Compensation	41	92	194	100	(94)
PERSONNEL	1,288	2,710	4,500	4,300	(200)
Repairs & Maintenance	34,203	20,565	35,000	50,200	15,200
Landscaping	29,660	30,029	22,000	30,000	8,000
CONTRACTUAL SERV	63,863	50,594	57,000	80,200	23,200
Fleet Maintenance/Fuel	545	506	1,000	600	(400)
Fleet Maintenance/Parts	-	-	1,000	-	(1,000)
Fleet Maintenance/Labor	-	-	1,000	-	(1,000)
INTERNAL SERVICES	545	506	3,000	600	(2,400)
Electrical Services	11,931	6,537	14,000	10,000	(4,000)
Postal Services	11	-	-	-	-
Telecommunications	2,225	4,500	12,000	10,000	(2,000)
Laundry & Janitorial	2,727	2,140	3,000	3,000	-
Repairs & Maintenance	19,338	21,956	7,000	7,000	-
Other Operating Supplies	196	59	100	100	-
Chemicals	1,093	760	1,500	1,000	(500)
OTHER CHARGES	37,521	35,952	37,600	31,100	(6,500)
TOTAL LOUDOUN MALL	103,217	89,762	102,100	116,200	14,100

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	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Output Measures					
Refuse Collected (tons)	6,603	6,561	6,561	6,690	6,700
Recycling Collected (tons)	2,939	2,962	2,859	2,114	2,100

Expenditure Summary:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	931,855	874,120	1,027,200	1,010,900	(16,300)
Contractual Services	253,583	370,893	321,000	298,000	(23,000)
Internal Services	287,497	219,851	222,000	222,000	-
Other Charges	100,145	108,520	115,200	104,600	(10,600)
Capital	194,834	-	-	-	-
TOTAL EXPENDITURES	1,767,914	1,573,384	1,685,400	1,635,500	(49,900)

Public Works – Refuse & Recycling

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Refuse	18.0	18.0	18.0	18.0	0
Total	18.0	18.0	18.0	18.0	0

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	623,780	573,298	684,136	674,502	(9,634)
Overtime	23,731	34,114	12,500	12,500	-
Part-time Non-classified	3,817	3,426	6,115	-	(6,115)
FICA	47,886	45,196	53,603	51,361	(2,242)
VRS-Employer	57,549	51,582	61,597	60,637	(960)
Retirees	5,700	6,096	7,140	7,572	432
Insurance Employer	7,863	7,659	8,975	8,836	(139)
VA Local Disability Plan	1,005	1,241	2,094	1,335	(759)
State Unemployment Tax	-	1,420	-	-	-
Worker's Compensation	25,752	23,664	27,205	27,189	(16)
Benefits Admin Fee	616	583	655	655	-
Employee Benefits	133,376	125,150	162,357	165,488	3,131
VRS Health Insurance Credit	780	691	823	825	2
PERSONNEL	931,855	874,120	1,027,200	1,010,900	(16,300)
Other Professional Services	-	23,524	-	-	-
Employment Agencies	-	62,065	-	-	-
Repairs & Maintenance	1,224	790	3,500	3,500	-
Vehicle Repairs & Maintenance	398	-	11,500	1,500	(10,000)
Computer Hardware/Software	-	-	12,000	-	(12,000)
Printing & Binding	908	552	1,000	1,000	-
Local Media	1,991	1,444	3,000	2,000	(1,000)
Laundry & Dry Cleaning	12,453	13,022	15,000	15,000	-
Sanitary Landfill Usage	236,609	269,496	275,000	275,000	-
CONTRACTUAL SERV	253,583	370,893	321,000	298,000	(23,000)
Fleet Maintenance/Fuel	52,949	57,571	60,000	60,000	-
Fleet Maintenance/Parts	53,789	36,765	42,000	42,000	-
Fleet Maintenance/Labor	180,759	125,515	120,000	120,000	-
INTERNAL SERVICES	287,497	219,851	222,000	222,000	-

Public Works – Refuse & Recycling

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Postal Services	510	155	1,000	500	(500)
Telecommunications	803	18	4,800	-	(4,800)
Motor Vehicle Insurance	6,175	11,423	8,500	9,600	1,100
Office Equipment Rental	1,371	1,434	1,300	1,500	200
Mileage & Transportation	10	8	500	-	(500)
Travel & Training	1,793	653	1,000	-	(1,000)
Dues & Assoc Memberships	-	200	200	200	-
Miscellaneous Charges & Fees	5	51	-	-	-
Recycling Processing	32,755	52,010	50,000	50,000	-
Office Supplies	227	762	500	500	-
Food & Food Service	2,375	2,672	1,300	2,700	1,400
Medical & Laboratory	2,239	2,402	3,000	2,500	(500)
Laundry & Janitorial	1,710	919	1,000	1,000	-
Repairs & Maintenance	213	543	100	100	-
Vehicle & Equipment Fuels	301	43	-	-	-
Vehicle & Equipment	962	655	2,000	1,000	(1,000)
Uniforms & Apparel	23,482	22,669	25,000	25,000	-
Other Operating Supplies	25,214	11,903	15,000	10,000	(5,000)
OTHER CHARGES	100,145	108,520	115,200	104,600	(10,600)
Motor Vehicle & Equipment	194,834	-	-	-	-
CAPITAL	194,834	-	-	-	-
TOTAL REFUSE	1,767,914	1,573,384	1,685,400	1,635,500	(49,900)

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:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	703,432	836,588	909,700	905,800	(3,900)
Contractual Services	301,483	347,491	393,500	324,500	(69,000)
Internal Services	9,969	10,676	9,000	12,000	3,000
Other Charges	808,668	945,248	1,063,500	1,099,500	36,000
Capital	5,915	78,553	-	-	-
TOTAL EXPENDITURES	1,829,467	2,218,556	2,375,700	2,341,800	(33,900)

Public Works – Facilities Maintenance

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
JJC	3.0	3.0	3.0	3.0	0
Facilities Maintenance	12.0	16.0	16.0	16.0	0
Total	15.0	19.0	19.0	19.0	0

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 PROPOSED BUDGET	FY 2021 BUDGET Inc/(Dec)
Joint Judicial Center (JJC)					
Regular	85,031	93,853	97,599	92,872	(4,727)
Overtime	578	540	1,000	500	(500)
Part-time Non-classified	217	-	-	-	-
FICA	6,229	6,889	7,234	6,869	(365)
VRS-Employer	8,174	8,457	8,775	8,349	(426)
Insurance Employer	1,116	1,233	1,278	1,216	(62)
VA Local Disability Plan	297	380	445	287	(158)
State Unemployment Tax	7,458	1,032	-	-	-
Worker's Compensation	1,106	1,157	1,300	1,109	(191)
Benefits Admin Fee	115	114	115	108	(7)
Employee Benefits	17,491	18,504	20,845	27,478	6,633
VRS Health Insurance Credit	102	107	109	112	3
PERSONNEL	127,914	132,266	138,700	138,900	200
Other Professional Services	2,595	2,077	-	-	-
Repairs & Maintenance	135,627	93,057	171,000	120,000	(51,000)
Refuse Service	329	-	-	-	-
CONTRACTUAL SERV	138,551	95,134	171,000	120,000	(51,000)
Electrical Services	76,713	95,581	135,000	135,000	-
Heating Services	22,879	26,761	35,000	35,000	-
Water & Sewer	25,826	28,235	34,000	34,000	-
Telecommunications	43,046	57,307	38,000	65,000	27,000
Property Insurance	8,272	8,441	15,000	10,900	(4,100)
General Liability Insurance	1,145	648	1,500	800	(700)
Office Supplies	149	1,531	23,200	2,500	(20,700)
Food & Food Service	674	455	500	500	-
Laundry & Janitorial	12,333	13,025	15,000	15,000	-
Repairs & Maintenance	11,261	10,918	20,000	15,000	(5,000)

Public Works – Facilities Maintenance

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Joint Judicial Center (JJC)					
Other Operating Supplies	627	686	1,000	1,000	-
Chemicals	279	-	-	-	-
OTHER CHARGES	203,204	243,588	318,200	314,700	(3,500)
TOTAL JJC	469,669	470,988	627,900	573,600	(54,300)
Facilities Maintenance					
Regular	408,068	501,851	542,111	537,564	(4,547)
Overtime	6,087	9,985	3,500	3,500	-
FICA	30,901	38,285	40,578	40,459	(119)
VRS-Employer	38,470	44,110	48,736	48,327	(409)
Insurance Employer	5,255	6,430	7,102	7,042	(60)
VA Local Disability Plan	1,044	2,066	2,497	1,791	(706)
Worker's Compensation	5,680	6,629	8,546	6,420	(2,126)
Benefits Admin Fee	432	502	550	547	(3)
Employee Benefits	79,060	93,875	116,729	120,605	3,876
VRS Health Insurance Credit	521	589	651	645	(6)
PERSONNEL	575,518	704,322	771,000	766,900	(4,100)
Other Professional Services	2,413	2,758	-	-	-
Repairs & Maintenance	157,649	244,495	220,000	200,000	(20,000)
Vehicle Repairs & Maintenance	2,112	2,470	1,000	3,000	2,000
Computer Services	-	1,122	-	-	-
Printing & Binding	-	175	-	-	-
Local Media	638	257	-	-	-
Refuse Service	120	1,080	1,500	1,500	-
CONTRACTUAL SERV	162,932	252,357	222,500	204,500	(18,000)
Fleet Maintenance/Fuel	4,022	4,933	4,000	5,500	1,500
Fleet Maintenance/Parts	1,452	1,314	1,000	1,500	500
Fleet Maintenance/Labor	4,495	4,429	4,000	5,000	1,000
INTERNAL SERVICES	9,969	10,676	9,000	12,000	3,000
Electrical Services	129,302	179,986	185,000	215,000	30,000
Heating Services	18,507	15,674	30,000	20,000	(10,000)
Water & Sewer	80,782	84,803	105,000	100,000	(5,000)
Postal Services	28	222	-	-	-
Telecommunications	51,936	47,702	50,000	65,000	15,000
Property Insurance	32,682	54,121	54,000	65,000	11,000
Motor Vehicle Insurance	1,693	2,570	2,900	3,400	500
Lease/Rent of Equipment	671	353	-	-	-
Building Rent	251,034	252,269	254,000	254,000	-

Public Works – Facilities Maintenance

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Facilities Maintenance - continued					
Travel & Training	316	10,978	4,000	2,000	(2,000)
Dues & Memberships	458	359	500	500	-
Miscellaneous Charges & Fees	77	987	100	100	-
Office Supplies	182	2,069	1,000	1,000	-
Food & Food Service	92	-	100	100	-
Landscaping/Agricultural	-	342	400	400	-
Laundry & Janitorial	17,294	20,559	25,000	25,000	-
Repairs & Maintenance	15,628	17,758	27,000	27,000	-
Vehicle & Equipment Fuel	99	47	500	500	-
Vehicle & Equipment Supplies	37	545	500	500	-
Uniforms & Apparel	2,396	2,993	3,000	3,000	-
Other Operating Supplies	1,838	5,899	1,800	1,800	-
Chemicals	412	1,424	500	500	-
OTHER CHARGES	605,464	701,660	745,300	784,800	39,500
Motor Vehicle & Equipment	5,915	78,553	-	-	-
CAPITAL	5,915	78,553	-	-	-
Facilities Maintenance	1,359,798	1,747,568	1,747,800	1,768,200	20,400
TOTAL FACILITIES MAINT	1,829,467	2,218,556	2,375,700	2,341,800	(33,900)

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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Real Estate Tax Relief	225,486	216,047	230,000	225,000	(5,000)
OTHER CHARGES	225,486	216,047	230,000	225,000	(5,000)
TOTAL TAX RELIEF	225,486	216,047	230,000	225,000	(5,000)

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:

- 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	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Output Measures					
Number of seasonal Pavilion rentals	411	358	525	*301	450
Number of rental hours for athletic fields, courts, and tracks ¹	7,235	8,695	12,595	*6,960	10,000
Number of staff hours spent on special events	1,500	1,500	1,500	*1,200	1,500
Number of Park Maintenance staff hours spent mowing all assigned Park/City locations ²	1,650	1,774	1,802	*1,400	1,750
Number of Community Recreation Program offerings ³	105	109	122	*97	130
Number of Memberships ⁴	176	1,173	843	*1,034	1,000
Number of Park Participants	100,000	100,000	100,000	*125,000	100,000

*FY 2020 decrease due to COVID-19, with an increase in outside visitors within the Park system.

Parks, Recreation & Cultural – Parks & Recreation

Performance Measures:

Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Outcome Measures					
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

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

²Number 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.

³Unsuccessful 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.

⁴Park 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.

Staffing Summary:

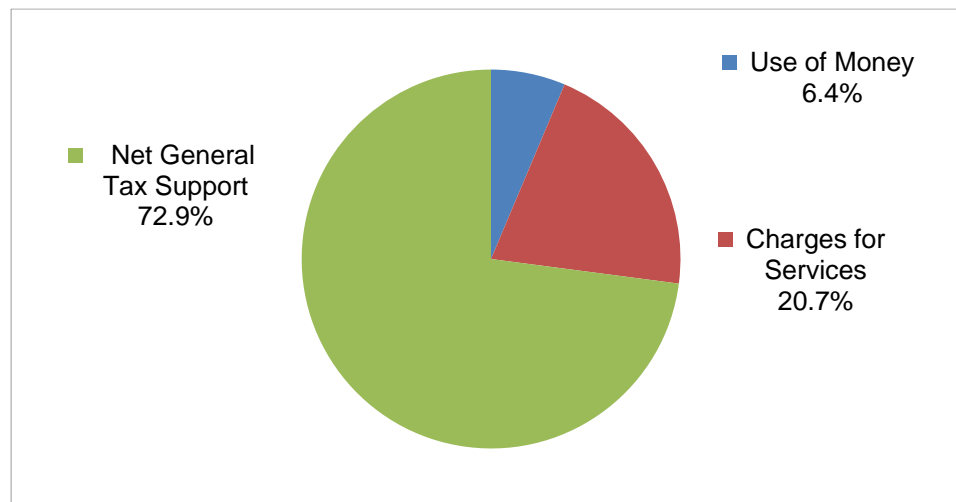
Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Supervision Division	5.0	4.0	4.0	4.0	0
Special Events	0.0	0.0	1.0	1.0	0
Maintenance Division	11.0	8.0	8.0	8.0	0
Community Recreation	0.0	1.0	1.0	1.0	0
Indoor Pool Division	2.0	2.0	2.0	2.0	0
War Memorial	0.0	2.0	2.0	2.0	0
Child Care Division	3.0	3.0	3.0	3.0	0
Athletics Division	2.0	2.0	2.0	2.0	0
Total	23.0	23.0	23.0	23.0	0

Parks, Recreation & Cultural – Parks & Recreation

Revenue Sources:

Revenue Sources	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Use of Money/Property	156,943	179,418	175,000	182,000	7,000
Charges for Services	552,661	596,314	593,900	593,900	-
Recovered Costs	1,341	888	-	-	-
Federal Revenue	3,387	4,570	4,000	4,000	-
Subtotal Designated Revenue	714,332	781,190	772,900	779,900	7,000
Net General Tax Support	1,814,441	1,896,087	2,262,500	2,089,900	(172,600)

FY 2021 Revenue Sources

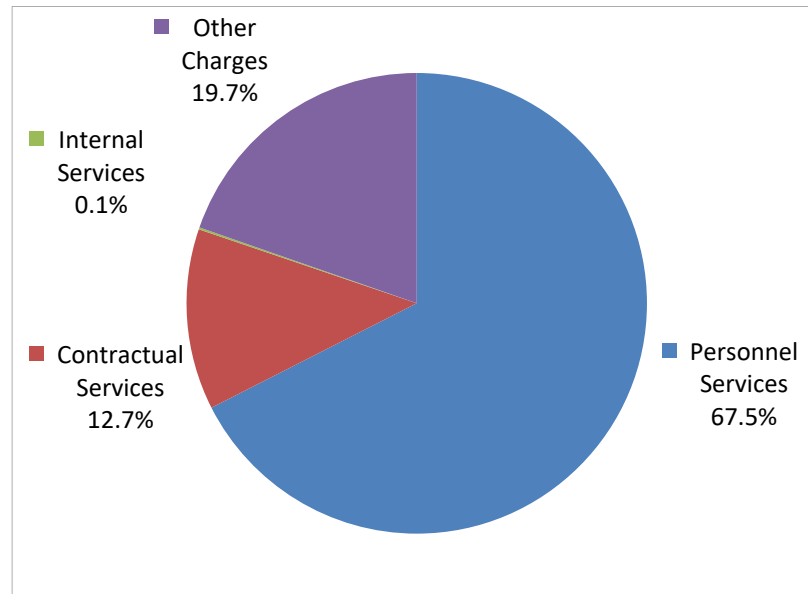


Parks, Recreation & Cultural – Parks & Recreation

Expenditure Summary:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	1,656,321	1,718,890	1,946,700	1,937,500	(9,200)
Contractual Services	289,253	368,497	398,050	364,400	(33,650)
Internal Services	3,759	19,080	4,000	4,000	-
Other Charges	505,307	570,810	648,650	563,900	(84,750)
Capital	74,133	-	38,000	-	(38,000)
TOTAL EXPENDITURES	2,528,773	2,677,277	3,035,400	2,869,800	(165,600)

FY 2021 Expenditures by Classifications



Expenditure by Division	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Parks Supervision	452,722	393,189	409,400	412,200	2,800
Special Events Trolley	2,431	86,316	103,800	91,150	(12,650)
Parks Maintenance	859,640	777,217	927,600	800,200	(127,400)
Community Recreation	38,547	81,718	95,600	105,150	9,550
Outdoor Swimming Pool	125,930	169,925	206,800	233,800	27,000
Indoor Swimming Pool	262,494	239,546	288,200	285,100	(3,100)
War Memorial & Additions	380,177	474,928	485,900	459,900	(26,000)
School Age Child Care	238,221	263,236	283,600	279,000	(4,600)
Athletic Programs	168,611	191,202	234,500	203,300	(31,200)
TOTAL EXPENDITURES	2,528,773	2,677,277	3,035,400	2,869,800	(165,600)

Parks, Recreation & Cultural – Parks & Recreation

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
<i>SUPERVISION</i>					
Regular	284,213	235,229	254,837	256,693	1,856
Overtime	4,098	1,339	500	500	-
FICA	22,069	18,835	19,159	19,032	(127)
VRS-Employer	27,853	21,694	22,910	23,077	167
Insurance-Employer	3,806	3,161	3,338	3,363	25
VA Local Disability Plan	546	593	671	497	(174)
Worker's Compensation	4,325	3,669	3,978	3,658	(320)
Benefits Admin Fee	201	147	144	144	-
Employee Benefits	33,957	23,130	26,557	28,128	1,571
VRS Health Insurance Credit	377	290	306	308	2
PERSONNEL	381,445	308,087	332,400	335,400	3,000
Other Professional Services	1,680	3,110	6,400	3,400	(3,000)
Printing & Binding	24,141	29,226	24,000	26,000	2,000
Local Media	1,270	761	2,900	1,500	(1,400)
CONTRACTUAL SERV	27,091	33,097	33,300	30,900	(2,400)
Postal Services	5,959	7,921	7,900	7,900	-
Telecommunications	53	1,860	1,500	1,500	-
Office Equipment Rental	6,377	7,640	6,500	6,500	-
Mileage & Transportation	1,860	60	200	-	(200)
Travel & Training	1,913	2,491	2,000	-	(2,000)
Other Payments/Contributions	2,000	2,000	2,000	2,000	-
Dues & Memberships	934	1,513	1,400	1,400	-
Miscellaneous Charges & Fees	15,382	16,098	11,800	16,200	4,400
Office Supplies	3,835	6,723	4,800	4,800	-
Food & Food Service	271	286	400	400	-
Books & Subscriptions	777	521	500	500	-
Other Operating Supplies	4,664	4,491	4,700	4,700	-
Computer Hardware/Software	161	401	-	-	-
OTHER CHARGES	44,186	52,005	43,700	45,900	2,200
TOTAL SUPERVISION	452,722	393,189	409,400	412,200	2,800

Parks, Recreation & Cultural – Parks & Recreation

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
<i>SPECIAL EVENTS</i>					
Regular	-	47,901	48,525	48,525	-
Overtime	-	743	-	-	-
Part-time	463	729	4,300	2,300	(2,000)
FICA	35	3,597	3,775	3,882	107
VRS-Employer	-	4,142	4,362	4,235	(127)
Insurance-Employer	-	604	636	617	(19)
Worker's Compensation	12	870	980	914	(66)
Benefits Admin Fee	-	34	36	36	-
Employee Benefits	-	9,748	11,627	12,334	707
VRS Health Insurance Credit	-	55	59	57	(2)
PERSONNEL	510	68,423	74,300	72,900	(1,400)
Other Professional Services	-	5,011	9,000	9,000	-
CONTRACTUAL SERV	-	5,011	9,000	9,000	-
Fleet Maintenance/Fuel	129	175	500	500	-
Fleet Maintenance/Parts	75	1,081	1,000	1,000	-
Fleet Maintenance/Labor	1,717	3,876	2,500	2,500	-
INTERNAL SERVICES	1,921	5,132	4,000	4,000	-
Postal Services	-	-	100	100	-
Training & Training	-	1,873	1,500	-	(1,500)
Dues & Assoc Memberships	-	-	200	200	-
Food & Food Service	-	757	500	500	-
Books & Subscriptions	-	151	-	-	-
Other Operating Supplies	-	4,969	14,200	4,450	(9,750)
OTHER CHARGES	-	7,750	16,500	5,250	(11,250)
<i>TOTAL SPECIAL EVENTS</i>	2,431	86,316	103,800	91,150	(12,650)
<i>MAINTENANCE</i>					
Regular	323,677	290,836	299,357	270,485	(28,872)
Overtime	5,812	5,440	10,000	7,000	(3,000)
Part-time Non-Classified	49,819	41,811	65,000	65,000	-
FICA	28,799	25,718	28,514	26,858	(1,656)
VRS-Employer	30,894	25,699	26,912	24,316	(2,596)
Insurance-Employer	4,220	3,746	3,921	3,543	(378)
VA Local Disability Plan	502	714	735	491	(244)
Worker's Compensation	8,986	8,228	9,221	8,794	(427)
Flex Benefits - Admin Fee	354	289	288	288	-
Flex Benefits - Employee	62,612	56,415	66,094	62,100	(3,994)
VRS Health Insurance Credit	418	343	358	325	(33)
PERSONNEL	516,093	459,239	510,400	469,200	(41,200)

Parks, Recreation & Cultural – Parks & Recreation

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Maintenance - continued					
Other Professional Services	985	-	1,800	-	(1,800)
Repairs & Maintenance	66,245	78,702	81,950	80,000	(1,950)
Landscaping	-	23,611	3,000	10,000	7,000
Vehicle Repair & Maintenance	7,600	7,679	24,350	8,000	(16,350)
Printing & Binding	-	139	1,000	-	(1,000)
Sanitary Landfill Usage	2,098	2,046	4,500	4,500	-
Refuse Service	4,875	5,125	5,000	5,000	-
CONTRACTUAL SERV	81,803	117,302	121,600	107,500	(14,100)
 Fleet Maintenance/Fuel	161	16	-	-	-
Fleet Maintenance/Parts	892	5,030	-	-	-
Fleet Maintenance/Labor	785	8,902	-	-	-
INTERNAL SERVICES	1,838	13,948	-	-	-
 Electrical Services	75,361	82,736	85,000	85,000	-
Heating Services	3,135	3,325	2,200	5,000	2,800
Telecommunications	2,798	2,941	3,200	3,200	-
Property Insurance	13,829	13,547	16,000	17,200	1,200
Motor Vehicle Insurance	4,491	6,077	7,500	6,300	(1,200)
Equipment Rental	9,791	10,681	10,950	10,950	-
Travel & Training	280	-	4,350	-	(4,350)
Dues & Memberships	547	400	1,000	500	(500)
Food & Food Service	-	-	500	500	-
Landscaping/Agricultural	20,194	6,788	37,300	27,300	(10,000)
Medical & Laboratory	-	-	250	250	-
Laundry & Janitorial Services	6,516	7,711	7,000	7,000	-
Building Repair & Maintenance	16,625	7,785	30,750	18,800	(11,950)
Vehicle & Equipment Fuels	16,753	18,277	17,000	17,000	-
Vehicle & Equipment	5,515	5,014	10,000	10,000	-
Uniforms & Apparel	2,863	1,750	4,500	4,500	-
Other Operating Supplies	7,075	19,215	20,100	10,000	(10,100)
Chemicals	-	481	-	-	-
OTHER CHARGES	185,773	186,728	257,600	223,500	(34,100)
 Motor Vehicle & Equipment	21,902	-	38,000	-	(38,000)
Machinery & Equipment	52,231	-	-	-	-
CAPITAL	74,133	-	38,000	-	(38,000)
 TOTAL MAINTENANCE	859,640	777,217	927,600	800,200	(127,400)

Parks, Recreation & Cultural – Parks & Recreation

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
COMMUNITY REC PROGRAMS					
Regular	-	33,783	42,723	43,576	853
Overtime	-	66	-	-	-
Part-time Non-classified	526	-	1,800	-	(1,800)
FICA	40	2,597	3,372	3,476	104
VRS-Employer	-	3,051	3,841	3,918	77
Insurance-Employer	-	445	560	571	11
VA Local Disability Plan	-	244	307	230	(77)
Worker's Compensation	10	21	69	69	-
Flex Benefits - Admin Fee	-	34	36	36	-
Flex Benefits - Employee	-	5,997	7,140	7,572	432
VRS Health Insurance Credit	-	41	52	52	-
PERSONNEL	576	46,279	59,900	59,500	(400)
Other Professional Services	5,012	280	-	-	-
Instructors	17,572	30,524	22,000	38,950	16,950
CONTRACTUAL SERV	22,584	30,804	22,000	38,950	16,950
Postal Services	98	-	-	-	-
Mileage & Transportation	122	-	-	-	-
Travel & Training	448	-	2,000	-	(2,000)
Dues & Memberships	-	280	850	350	(500)
Miscellaneous Charges & Fees	708	95	-	-	-
Food & Food Service	590	63	1,200	200	(1,000)
Uniforms & Apparel	153	-	200	200	-
Other Operating Supplies	13,178	4,120	9,250	5,750	(3,500)
Awards, Plaques, Other	90	77	200	200	-
OTHER CHARGES	15,387	4,635	13,700	6,700	(7,000)
TOTAL COMMUNITY RECREATION PROGRAMS	38,547	81,718	95,600	105,150	9,550
OUTDOOR SWIMMING POOL					
Overtime	1,285	2,264	-	-	-
Part-time Non-classified	64,861	66,327	90,800	122,200	31,400
FICA	5,036	5,221	6,689	7,519	830
Worker's Compensation	1,200	1,126	1,511	1,981	470
PERSONNEL	72,382	74,938	99,000	131,700	32,700
Other Professional Services	-	400	-	-	-
Repairs & Maintenance	20,825	39,218	52,500	47,300	(5,200)
Printing & Binding	166	-	-	-	-
CONTRACTUAL SERV	20,991	39,618	52,500	47,300	(5,200)

Parks, Recreation & Cultural – Parks & Recreation

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
OUTDOOR POOL - continued					
Electrical Service	11,828	15,580	13,000	13,000	-
Equipment Rental	36	18	-	-	-
Food & Food Service	424	536	-	-	-
Medical & Laboratory	190	264	50	50	-
Laundry & Janitorial	1,943	1,791	1,100	1,100	-
Repair & Maintenance	1,304	1,732	13,000	7,500	(5,500)
Uniforms & Apparel	-	2,905	2,500	2,500	-
Other Operating Supplies	4,080	15,856	12,650	12,650	-
Chemicals	12,752	16,687	13,000	18,000	5,000
OTHER CHARGES	32,557	55,369	55,300	54,800	(500)
TOTAL OUTDOOR POOL	125,930	169,925	206,800	233,800	27,000
INDOOR SWIMMING POOL					
Regular	60,226	33,070	71,359	71,718	359
Overtime	3,184	1,457	-	-	-
Part-time Non-classified	98,971	86,975	92,600	111,800	19,200
FICA	12,348	9,306	12,987	14,066	1,079
VRS-Employer	5,807	2,829	6,415	6,447	32
Insurance-Employer	793	413	935	939	4
VA Local Disability Plan	360	227	514	379	(135)
Worker's Compensation	3,044	2,129	3,446	2,993	(453)
Benefits Admin Fee	58	31	72	72	-
Employee Benefits	9,074	2,563	14,280	1,300	(12,980)
VRS Health Insurance Credit	79	38	92	86	(6)
PERSONNEL	193,944	139,038	202,700	209,800	7,100
Training/Education	5,869	4,624	3,600	3,600	-
Instructors	14,752	13,438	10,000	10,000	-
Repairs & Maintenance	30,212	50,000	48,500	40,000	(8,500)
CONTRACTUAL SERVICES	50,833	68,062	62,100	53,600	(8,500)
Telecommunications	105	-	-	-	-
Lease of Equipment	-	3,231	-	-	-
Mileage & Transportation	64	64	-	-	-
Travel & Training	69	182	3,100	-	(3,100)
Dues & Memberships	-	119	400	200	(200)
Food & Food Service	26	45	400	200	(200)
Medical & Laboratory	38	162	400	200	(200)
Laundry & Janitorial	768	1,729	400	400	-
Building Repair & Maintenance	5,997	11,258	3,000	3,000	-

Parks, Recreation & Cultural – Parks & Recreation

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
<i>Indoor Pool - continued</i>					
Uniforms & Apparel	697	1,646	1,800	1,800	-
Books & Subscriptions	1,843	2,431	-	-	-
Other Operating Supplies	3,901	4,697	8,400	8,400	-
Chemicals	4,209	6,882	5,500	7,500	2,000
OTHER CHARGES	17,717	32,446	23,400	21,700	(1,700)
TOTAL INDOOR POOL	262,494	239,546	288,200	285,100	(3,100)
<i>WAR MEMORIAL & ADDITIONS</i>					
Regular	594	58,294	60,630	60,630	-
Overtime	177	950	-	-	-
Part-time Classified	44,437	45,259	47,000	-	(47,000)
Part-time Non-classified	86,735	105,334	99,800	146,800	47,000
FICA	9,399	15,321	15,047	14,888	(159)
VRS-Employer	-	5,183	5,451	5,451	-
Insurance-Employer	-	755	794	794	-
State Unemployment Tax	5	-	-	-	-
Worker's Compensation	2,314	3,307	3,620	3,342	(278)
Benefits Admin Fee	72	141	144	144	-
Employee Benefits	9,435	21,425	23,714	24,578	864
VRS Health Insurance Credit	-	69	-	73	73
PERSONNEL	153,168	256,038	256,200	256,700	500
Instructors	7,593	600	-	-	-
Repairs & Maintenance	66,597	58,159	71,400	60,000	(11,400)
Printing & Binding	-	26	-	-	-
CONTRACTUAL SERVICES	74,190	58,785	71,400	60,000	(11,400)
Electrical Services	83,424	82,529	75,375	75,375	-
Heating Services	29,150	41,517	30,000	30,000	-
Telecommunications	8,144	8,310	6,250	6,250	-
General Liability Insurance	6,077	3,473	5,500	3,900	(1,600)
Equipment Rental	81	36	500	500	-
Travel & Training	168	445	3,000	-	(3,000)
Dues & Memberships	-	-	75	75	-
Office Supplies	264	28	-	-	-
Food & Food Service	401	819	200	200	-
Medical & Laboratory	21	18	200	200	-
Laundry & Janitorial Services	14,444	13,028	12,500	10,500	(2,000)
Building Repair & Maintenance	5,195	2,635	5,000	2,500	(2,500)

Parks, Recreation & Cultural – Parks & Recreation

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
<i>War Memorial - continued</i>					
Uniforms & Apparel	519	2,338	500	500	-
Books & Subscriptions	106	-	200	200	-
Other Operating Supplies	4,698	4,854	17,500	13,000	(4,500)
Merchandise for Resale	127	75	1,500	-	(1,500)
OTHER CHARGES	152,819	160,105	158,300	143,200	(15,100)
TOTAL WAR MEMORIAL	380,177	474,928	485,900	459,900	(26,000)
<i>SCHOOL AGE CHILD CARE</i>					
Regular	112,244	131,074	134,265	134,265	-
Overtime	2,625	1,070	-	-	-
Part-time Non-classified	48,613	55,553	66,000	69,000	3,000
FICA	12,404	14,259	15,211	15,327	116
VRS-Employer	10,722	11,726	12,084	12,070	(14)
Insurance-Employer	1,465	1,709	1,731	1,759	28
Worker's Compensation	2,899	3,217	3,812	3,416	(396)
Benefits Admin Fee	108	108	108	108	-
Employee Benefits	12,038	12,872	14,930	15,794	864
VRS Health Insurance Credit	145	157	159	161	2
PERSONNEL	203,263	231,745	248,300	251,900	3,600
Other Professional Services	200	292	1,000	500	(500)
CONTRACTUAL SERVICES	200	292	1,000	500	(500)
Mileage & Transportation	2,026	588	1,100	-	(1,100)
Travel & Training	1,586	5,446	4,000	-	(4,000)
Dues & Memberships	120	155	300	300	-
Parks & Rec Activities	3,626	5,483	4,500	4,500	-
Miscellaneous Charges & Fees	-	5	100	100	-
Food & Food Services	8,672	9,934	11,000	10,000	(1,000)
Medical & Laboratory	41	199	300	300	-
Laundry & Janitorial Services	135	168	300	500	200
Uniforms & Apparel	2,337	3,159	2,000	2,000	-
Other Operating Supplies	15,014	5,544	9,000	7,800	(1,200)
Merchandise for Resale	-	-	800	200	(600)
Arts & Crafts Supplies	1,108	518	800	800	-
Awards, Plaques, Other	93	-	100	100	-
OTHER CHARGES	34,758	31,199	34,300	26,600	(7,700)
TOTAL CHILD CARE	238,221	263,236	283,600	279,000	(4,600)

Parks, Recreation & Cultural – Parks & Recreation

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
ATHLETIC PROGRAMS					
Regular	82,854	84,401	94,486	88,150	(6,336)
Overtime	2,490	952	-	-	-
Part-time Non-classified	10,676	13,670	19,900	19,900	-
FICA	6,119	6,855	7,769	7,744	(25)
VRS-Employer	7,940	7,165	8,496	7,925	(571)
Insurance-Employer	1,084	1,045	1,237	1,155	(82)
VA Local Disability Plan	226	209	359	189	(170)
Worker's Compensation	1,797	1,729	2,142	1,842	(300)
Benefits Admin Fee	72	63	72	72	-
Employee Benefits	21,575	18,918	28,926	23,317	(5,609)
VRS Health Insurance Credit	107	96	113	106	(7)
PERSONNEL	134,940	135,103	163,500	150,400	(13,100)
Instructors	11,561	11,372	25,150	12,550	(12,600)
Printing & Binding	-	4,154	-	4,100	4,100
CONTRACTUAL SERVICES	11,561	15,526	25,150	16,650	(8,500)
Telecommunications	53	-	-	-	-
Mileage & Transportation	2,278	2,644	2,750	-	(2,750)
Travel & Training	134	800	2,760	-	(2,760)
Dues & Memberships	155	200	205	215	10
Parks & Rec Activities	3,287	15,187	13,050	13,050	-
Food & Food Service	278	206	825	825	-
Medical & Laboratory	93	93	200	200	-
Uniforms & Apparel	4,576	6,874	9,000	9,000	-
Other Operating Supplies	9,910	11,975	14,060	9,960	(4,100)
Awards, Plaques, Other	1,346	2,594	3,000	3,000	-
OTHER CHARGES	22,110	40,573	45,850	36,250	(9,600)
TOTAL ATHLETIC PROGRAMS	168,611	191,202	234,500	203,300	(31,200)
TOTAL PARKS & RECREATION	2,528,773	2,677,277	3,035,400	2,869,800	(165,600)

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:

- 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	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Measures					
Planning Commission meetings, work sessions, retreats	24	24	24	24	24
Site Plan reviews	48	57	52	49	50
Re-zonings, CUP's and text amendments	26	25	25	25	26
Corridor enhancement reviews	61	59	76	77	78

Expenditure Summary:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	231,059	248,970	256,700	245,200	(11,500)
Contractual Services	6,134	18,924	18,100	10,200	(7,900)
Internal Services	579	1,059	600	600	-
Other Charges	5,241	3,486	8,800	3,900	(4,900)
TOTAL EXPENDITURES	243,013	272,439	284,200	259,900	(24,300)

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Planning*	3.0	3.0	3.0	2.5	(.5)
Total	3.0	3.0	3.0	2.5	(.5)

*1 position shared with Inspections; 1 position shared with Zoning eliminated in FY21.

Community Development - Planning

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	178,187	186,721	192,666	179,535	(13,131)
Overtime	433	1,593	500	500	-
Part-time Non-Classified	1,464	2,136	-	9,000	9,000
FICA	13,220	14,127	13,846	13,221	(625)
VRS-Employer	16,158	16,824	17,321	16,140	(1,181)
Insurance Employer	2,208	2,452	2,524	2,352	(172)
VA Local Disability Plan	390	592	632	385	(247)
Worker's Compensation	119	120	129	119	(10)
Benefits Admin Fee	93	108	108	90	(18)
Employee Benefits	18,568	24,073	28,743	23,642	(5,101)
VRS Health Insurance Credit	219	224	231	216	(15)
PERSONNEL	231,059	248,970	256,700	245,200	(11,500)
Management Consulting	-	13,004	9,000	5,000	(4,000)
Other Professional Services	663	-	3,900	-	(3,900)
Printing & Binding	466	1,320	600	600	-
Local Media	5,005	4,600	4,600	4,600	-
CONTRACTUAL SERVICES	6,134	18,924	18,100	10,200	(7,900)
Copier Charges	579	1,059	600	600	-
INTERNAL SERVICES	579	1,059	600	600	-
Postal Services	432	373	900	900	-
Telecommunications	120	-	-	-	-
Mileage & Transportation	510	599	1,200	-	(1,200)
Travel & Training	1,031	2,121	3,700	-	(3,700)
Dues & Memberships	1,085	-	1,200	1,200	-
Miscellaneous Charges & Fees	-	-	100	100	-
Office Supplies	1,454	222	800	800	-
Food & Food Supplies	166	134	400	400	-
Other Operating Supplies	443	37	500	500	-
OTHER CHARGES	5,241	3,486	8,800	3,900	(4,900)
TOTAL PLANNING	243,013	272,439	284,200	259,900	(24,300)

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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	16,094	6,742	21,403	16,250	(5,153)
FICA	1,201	504	1,502	1,244	(258)
VRS-Employer	1,474	608	1,924	1,461	(463)
Insurance Employer	202	89	280	213	(67)
Worker's Compensation	11	4	14	10	(4)
Benefits Admin Fee	8	3	12	9	(3)
Employee Benefits	2,136	887	3,139	1,893	(1,246)
VRS Health Insurance Credit	20	8	26	20	(6)
PERSONNEL	21,146	8,845	28,300	21,100	(7,200)
Other Professional Services	8,000	-	-	-	-
Local Media	135	1,175	600	600	-
CONTRACTUAL SERVICES	8,135	1,175	600	600	-
TOTAL REDEVELOPMENT	29,281	10,020	28,900	21,700	(7,200)

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:

- 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:

- 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 inquires, 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	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Measures					
Certificates of Occupancy (Business)	263	263	253	230	270
Certificates of Occupancy (Home-Based)	115	102	94	100	125
Zoning Violations	270	348	359	300	237
Zoning Ordinance Text Amendments	5	5	3	4	4
Historic District - Certificates of Appropriateness	135	146	142	120	134
Board of Zoning Appeals (Variances, Appeals)	11	5	7	5	5

Expenditure Summary:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	201,362	208,315	219,000	181,700	(37,300)
Contractual Services	2,645	1,566	4,300	3,000	(1,300)
Internal Services	2,563	3,254	3,700	3,700	-
Other Charges	7,549	4,940	19,000	5,600	(13,400)
Capital	21,131	-	-	-	-
TOTAL EXPENDITURES	235,250	218,075	246,000	194,000	(52,000)

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Zoning*	2.5	2.5	2.5	2.0	(0.5)
Total	2.5	2.5	2.5	2.0	(0.5)

*1 position shared with Planning eliminated in FY21.

Community Development – Zoning Department

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	150,275	155,406	160,458	124,925	(35,533)
Overtime	66	48	200	200	-
Part-time	-	-	-	9,000	9,000
FICA	10,931	11,394	11,612	10,498	(1,114)
VRS-Employer	14,358	14,012	14,425	11,374	(3,051)
Insurance Employer	1,962	2,042	2,102	1,670	(432)
VA Local Disability Plan	80	119	152	402	250
Worker's Compensation	99	98	108	89	(19)
Benefits Admin Fee	84	90	90	72	(18)
Employee Benefits	23,313	24,919	29,660	23,317	(6,343)
VRS Health Insurance Credit	194	187	193	153	(40)
PERSONNEL	201,362	208,315	219,000	181,700	(37,300)
Vehicle Repairs & Maintenance	-	-	100	-	(100)
Printing & Binding	142	493	700	500	(200)
Local Media	2,503	1,073	3,500	2,500	(1,000)
CONTRACTUAL SERVICES	2,645	1,566	4,300	3,000	(1,300)
Fleet Maintenance/Fuel	375	453	800	800	-
Fleet Maintenance/Parts	416	12	600	600	-
Fleet Maintenance/Labor	477	421	1,000	1,000	-
Copier Charges	1,295	2,368	1,300	1,300	-
INTERNAL SERVICES	2,563	3,254	3,700	3,700	-
Postal Services	995	605	1,800	1,500	(300)
Telecommunications	552	-	-	-	-
Motor Vehicle Insurance	519	1,005	1,000	700	(300)
Mileage & Transportation	-	-	400	-	(400)
Travel & Training	2,645	1,026	12,200	-	(12,200)
Dues & Memberships	679	290	800	800	-
Court Filing Fees	12	24	50	50	-
Office Supplies	527	759	900	800	(100)
Food & Food Service	285	100	450	450	-
Vehicle & Equipment Fuels	6	42	50	50	-
Uniforms & Apparel	-	-	200	100	(100)
Books & Subscriptions	95	65	150	150	-
Other Operating Supplies	1,234	1,024	1,000	1,000	-
OTHER CHARGES	7,549	4,940	19,000	5,600	(13,400)
Motor Vehicle & Equipment	21,131	-	-	-	-
CAPITAL	21,131	-	-	-	-
TOTAL ZONING	235,250	218,075	246,000	194,000	(52,000)

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:

- 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:

- 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	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Measures					
Unemployment Rate	3.0%	2.8%	2.5%	2.5%	3.0%
Combined Commercial Vacancy Rate	4.4%	4.4%	4.7%	4.8%	4.8%
Number of Business Incentives Awarded	2	6	11	10	20
Dollar Amount of Business Incentives Awarded or Leveraged	\$42,618	\$58,703	\$340,872.90	\$40,000	\$300,000
Dollar Amount Capital Investment Leveraged	\$162,473.90	\$1,900.00	\$145,000	\$200,000	\$TBD

Community Development – Development Services

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Development Services*	3.0	3.0	5.0	5.0	0
Total	3.0	3.0	5.0	5.0	0

*1 Unfunded Position in FY21

Expenditure Summary:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	233,497	307,610	455,100	351,000	(104,100)
Contractual Services	42,816	39,052	42,800	42,800	-
Internal Services	293	-	300	-	(300)
Other Charges	15,472	48,341	276,900	273,900	(3,000)
TOTAL EXPENDITURES	292,078	395,003	775,100	667,700	(107,400)

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Development Services					
Regular	180,447	234,195	344,024	261,747	(82,277)
Overtime	17	152	100	100	-
FICA	13,349	17,239	24,430	17,827	(6,603)
VRS-Employer	16,482	21,103	30,748	23,531	(7,217)
Insurance Employer	2,252	3,076	4,480	3,426	(1,054)
VA Local Disability Plan	895	1,132	1,909	572	(1,337)
Worker's Compensation	119	148	273	117	(156)
Benefits Admin Fee	82	109	180	144	(36)
Employee Benefits	19,631	30,174	48,546	43,223	(5,323)
VRS Health Insurance Credit	223	282	410	313	(97)
PERSONNEL	233,497	307,610	455,100	351,000	(104,100)
Other Professional Services	42,500	38,958	42,500	42,500	-
Printing & Binding	116	94	200	200	-
Local Media	200	-	100	100	-
CONTRACTUAL SERVICES	42,816	39,052	42,800	42,800	-
Copier Charges	293	-	300	-	(300)
INTERNAL SERVICES	293	-	300	-	(300)

Community Development – Development Services

Expenditure Detail – continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
<i>Development Services</i>					
Postal Services	492	400	400	400	-
Mileage & Transportation	2,564	1,923	2,500	1,500	(1,000)
Travel & Training	7,718	9,467	7,000	5,000	(2,000)
Business Development Grant	1,632	32,773	75,000	75,000	-
Other Payments/Contributions	-	-	188,000	188,000	-
Dues & Memberships	1,370	1,685	1,500	1,500	-
Miscellaneous Charges & Fees	-	-	100	100	-
Office Supplies	904	229	1,000	1,000	-
Food & Food Service	303	470	400	400	-
Other Operating Supplies	489	1,394	1,000	1,000	-
OTHER CHARGES	15,472	48,341	276,900	273,900	(3,000)
TOTAL DEVELOPMENT	292,078	395,003	775,100	667,700	(107,400)

Community Development – Old Town Winchester

In July 2019, The Economic Development Department restructured and absorbed the Old Town Winchester Office, creating in its place the Arts & Vitality office. The new division identifies, organizes and supports local art groups and cultural nonprofits; advocates for public art in the City of Winchester; seeks resources and opportunities for local artists and foster community partnerships; and provides oversight on event planning and community programming. The mission of the department is to foster a vibrant community and sense of identity through advocacy and creation of public art, events programming, and support for a thriving and communicative downtown environment. The Department works with the Old Town Advancement Commission (OTAC). OTAC 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. The office assists with the management and permitting for the primary and secondary Old Town assessment districts. The Arts & Vitality office, with the assistance and advisement of OTAC, is responsible to the Common Council for overseeing the improvement, maintenance, development, planning, and promotion of Old Town Winchester. OTAC 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:

- 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	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Measures					
Cumulative Private Investment in OTW (Since mid-80's)	\$131 Million	\$138 Million	\$139 Million	\$TBD	\$TBD
New businesses opened in OTW	27	21	20	18	23
New rehabilitation projects	50	60	73	60	65
City events	18	18	18	16	24
Social Media – Facebook Followers	17,104	19,905	21,835	22,500	23,000
People attending per event	100 – 5,000	100 – 5,000	100-5,000	100 – 3,000	100-5,000

Revenue Sources:

Revenue Sources	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
General Property Taxes	168,482	165,751	164,000	166,000	2,000
Miscellaneous Revenue	151,061	149,640	140,000	149,000	9,000
Federal	4,500	4,500	4,500	4,500	-
Subtotal Designated Revenue	324,043	319,891	308,500	319,500	11,000
Net General Tax Support	155,248	164,836	5,200	(10,000)	(15,200)

Expenditure Summary:

Expenditure by Classification	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	158,045	171,570	1,000	-	(1,000)
Contractual Services	246,391	244,151	241,400	239,160	(2,240)
Internal Services	695	-	900	-	(900)
Other Charges	74,160	69,006	70,400	70,340	(60)
TOTAL EXPENDITURES	479,291	484,727	313,700	309,500	(4,200)

Community Development – Old Town Winchester

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
OTW	2.0	2.0	0	0	0
Total	2.0	2.0	0	0	0

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	115,711	127,369	-	-	-
Overtime	48	529	-	-	-
Part-time	212	104	896	-	(896)
FICA	7,548	8,774	101	-	(101)
VRS-Employer	11,080	10,680	-	-	-
Insurance-Employer	1,514	1,556	-	-	-
Worker's Compensation	77	90	3	-	(3)
Benefits Admin Fee	72	70	-	-	-
Employee Benefits	21,633	22,256	-	-	-
VRS Health Insurance Credit	150	142	-	-	-
PERSONNEL	158,045	171,570	1,000	-	(1,000)
Special Events Promotions	209,892	220,186	216,700	211,500	(5,200)
Other Professional Services	12,744	11,173	10,250	13,250	3,000
Printing & Binding	9,159	7,666	11,710	11,710	-
Local Media	14,596	5,126	2,740	2,700	(40)
CONTRACTUAL SERVICES	246,391	244,151	241,400	239,160	(2,240)
Copier Charges	695	-	900	-	(900)
INTERNAL CHARGES	695	-	900	-	(900)
Postal Services	404	425	455	455	-
Telecommunications	161	-	-	-	-
General Liability Insurance	1,020	567	1,140	600	(540)
Office Equipment Rental	-	-	250	-	(250)
Building Rental	400	400	400	-	(400)
Mileage & Transportation	479	1,114	600	600	-
Travel & Training	1,097	1,728	800	1,600	800
VA Commission for the Arts	9,500	9,500	9,500	9,500	-
Downtown Improv Repayment	50,000	50,000	50,000	50,000	-
Dues & Memberships	460	460	470	940	470

Community Development – Old Town Winchester

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Miscellaneous Charges & Fees	4,804	940	1,750	1,750	-
Office Supplies	337	256	435	435	-
Food & Food Service	233	245	500	400	(100)
Books & Subscriptions	426	446	460	460	-
Other Operating Supplies	4,788	2,925	3,640	3,600	(40)
Awards, Plaques, Other	51	-	-	-	-
OTHER CHARGES	74,160	69,006	70,400	70,340	(60)
TOTAL OTW	479,291	484,727	313,700	309,500	(4,200)

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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Personnel Services	71,734	79,398	86,300	87,000	700
Contractual Services	-	4,195	15,000	12,500	(2,500)
Other Charges	2,997	6,242	11,000	3,600	(7,400)
TOTAL EXPENDITURES	74,731	89,835	112,300	103,100	(9,200)

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
GIS	1.0	1.0	1.0	1.0	0
Total	1.0	1.0	1.0	1.0	0

Community Development – GIS - Mapping

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	54,267	60,725	63,100	66,950	3,850
FICA	4,114	4,578	4,902	5,171	269
VRS-Employer	5,208	5,013	5,672	6,020	348
Insurance Employer	712	731	827	787	(40)
VA Local Disability Plan	-	127	-	343	343
Worker's Compensation	36	38	62	41	(21)
Benefits Admin Fee	36	33	36	36	-
Employee Benefits	7,290	8,086	11,627	7,572	(4,055)
VRS Health Ins Credit	71	67	74	80	6
PERSONNEL	71,734	79,398	86,300	87,000	700
Other Professional Services	-	3,121	15,000	10,000	(5,000)
Computer Service Contracts	-	1,074	-	2,500	2,500
CONTRACTUAL SERV	-	4,195	15,000	12,500	(2,500)
Mileage & Transportation	740	81	1,100	-	(1,100)
Travel & Training	2,207	1,781	6,300	-	(6,300)
Dues & Memberships	50	50	100	100	-
Other Operating Supplies	-	4,330	3,500	3,500	-
OTHER CHARGES	2,997	6,242	11,000	3,600	(7,400)
TOTAL GIS	74,731	89,835	112,300	103,100	(9,200)

Other

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Parking	175,400	179,940	180,990	189,306	8,316
CONTRACTUAL SERVICES	175,400	179,940	180,990	189,306	8,316
Historical Society	89,500	99,500	94,000	94,000	-
Grant Matching Funds	-	-	20,000	-	(20,000)
Emergency Contingency	-	-	10,000	-	(10,000)
OTHER CHARGES	89,500	99,500	124,000	94,000	(30,000)
TOTAL OTHER	264,900	279,440	304,990	283,306	(21,684)

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:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Discovery Museum - Capital	100,000	-	-	-	-
TOTAL OUTSIDE AGENCIES	100,000	-	-	-	-

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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
NWR Juvenile Detention Center	506,641	507,719	432,623	449,953	17,330
Substance Abuse Coalition	207,490	174,152	90,000	90,000	-
NWRDC Regional Jail	4,910,139	4,840,879	4,790,840	4,872,834	81,994
Lord Fairfax EMS Council	10,005	10,005	10,005	10,005	-
SPCA	150,000	150,000	150,000	240,000	90,000
Win-Fred Metro Planning Org	9,435	11,051	27,000	27,000	-
Winchester Health Department	305,426	321,279	338,199	355,160	16,961
NW Community Services	222,306	233,421	245,092	245,092	-
Lord Fairfax Community College	65,455	64,220	65,310	64,746	(564)
Handley Regional Library	419,020	419,020	419,020	419,020	-
Winchester Regional Airport	43,258	39,402	39,271	29,962	(9,309)
Regional Airport Capital	58,397	81,805	124,256	124,155	(101)
NSV Regional Commission	19,917	24,010	29,467	26,140	(3,327)
TOTAL REGIONAL AGENCIES	6,927,489	6,876,963	6,761,083	6,954,067	192,984

Transfers/Debt Service

Transfers:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Transit Fund	207,300	260,000	289,300	324,700	35,400
Social Services Fund	1,551,310	1,410,646	1,766,500	1,831,500	65,000
CSA City Contribution	1,468,190	1,582,247	1,119,000	1,345,100	226,100
Schools Operating Fund	29,225,403	29,063,623	30,839,102	30,339,102	(500,000)
Schools Operating Other	200,000	-	-	-	-
Schools Capital Improvement*	717,330	1,223,541	-	-	-
City CIP Fund	412,705	1,388,699	2,140,000	400,000	(1,740,000)
Win-Fred Co CVB Fund	150,000	150,500	150,500	150,500	-
Highway Maintenance Fund	605,750	765,000	780,000	-	(780,000)
TOTAL TRANSFERS	34,537,988	35,844,256	37,084,402	34,390,902	(2,693,500)

*Carryforward of prior year surplus.

Debt Service:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
City Principal	1,876,004	2,194,483	1,995,100	2,125,925	130,825
HUD 108 Loan Principal	-	100,000	200,000	200,000	-
City Interest	852,778	825,542	825,100	883,500	58,400
Bond Issuance Costs	254,708	-	-	-	-
Escrow Deposit	19,151,899	-	-	-	-
HUD 108 Loan Interest	-	207	2,600	2,600	-
Paying Agent Fees	3,600	750	3,600	3,600	-
Schools Principal	4,844,565	5,194,418	5,746,525	6,247,775	501,250
Schools Interest	2,471,094	2,442,629	2,431,075	2,493,400	62,325
TOTAL DEBT SERVICE	29,454,648	10,758,029	11,204,000	11,956,800	752,800

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

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

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

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

- 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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Revenue by Classification					
Recovered Costs	829	2,768	-	-	-
State Revenue	3,567,237	3,512,904	3,673,598	3,871,030	197,432
Federal Revenue	2,830,104	2,802,304	2,975,602	2,963,870	(11,732)
Non-Revenue Receipts	3,019,500	2,992,892	2,935,800	3,191,100	255,300
TOTAL REVENUE	9,417,670	9,310,868	9,585,000	10,026,000	441,000
Expenditure by Class					
Personnel Services	3,077,529	3,361,891	3,776,100	3,851,650	75,550
Contractual Services	263,419	262,805	244,550	277,000	32,450
Internal Services	81,457	2,449	81,200	101,200	20,000
Other Charges	6,014,000	5,670,965	5,388,150	5,771,150	383,000
Capital	-	24,013	95,000	25,000	(70,000)
TOTAL EXPENDITURES	9,436,405	9,322,123	9,585,000	10,026,000	441,000

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Welfare Admin	47.0	51.0	51.0	51.0	0
Housing Choice	2.0	2.0	2.0	2.0	0
Total	49.0	53.0	53.0	53.0	0

Social Services Fund

Revenue Detail:

REVENUE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Local	829	2,768	-	-	-
RECOVERED COSTS	829	2,768	-	-	-
Public Assistance & Admin	1,337,682	1,268,417	1,863,098	1,776,630	(86,468)
Children Services Act	1,572,978	1,657,154	1,350,000	1,623,900	273,900
Administration Funds	11,977	12,039	9,000	9,000	-
CSA Support Enforcement	24,826	41,250	22,000	22,000	-
Section 8 VHDA Admin Fees	116,832	136,404	110,000	120,000	10,000
CSA EI840 Grant	502,942	397,640	319,500	319,500	-
STATE REVENUE	3,567,237	3,512,904	3,673,598	3,871,030	197,432
Public Assistance & Admin	2,648,611	2,634,179	2,790,102	2,778,370	(11,732)
Early Intervention	181,493	168,125	185,500	185,500	-
FEDERAL REVENUE	2,830,104	2,802,304	2,975,602	2,963,870	(11,732)
General Fund	3,019,500	2,992,892	2,885,500	3,176,600	291,100
Assigned HCVP	-	-	50,300	14,500	(35,800)
NON-REVENUE RECEIPTS	3,019,500	2,992,892	2,935,800	3,191,100	255,300
TOTAL SOCIAL SVCS REVENUE	9,417,670	9,310,868	9,585,000	10,026,000	441,000

Social Services Fund

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
WELFARE ADMINISTRATION					
Regular	2,088,394	2,283,301	2,550,223	2,552,230	2,007
Overtime	52,637	46,281	48,000	58,000	10,000
Part-time Non-Classified	56,438	62,387	63,500	63,500	-
FICA	160,428	174,299	194,730	195,686	956
VRS-Employer	189,129	199,477	227,603	226,744	(859)
Retirees	54,178	51,807	33,500	41,244	7,744
Insurance-Employer	25,838	29,072	33,165	33,040	(125)
VA Local Disability Plan	4,879	8,467	10,176	8,141	(2,035)
State Unemployment Tax (SUTA)	5,310	2,715	-	-	-
Worker's Compensation	8,487	9,393	10,803	9,887	(916)
Tuition Assistance	-	-	-	-	-
Benefits Admin Fee	1,489	1,674	1,833	1,830	(3)
Employee Benefits	310,695	364,122	467,067	521,548	54,481
PERSONNEL	2,957,902	3,232,995	3,640,600	3,711,850	71,250
Legal Services	156,331	162,092	100,000	140,000	40,000
Other Professional Services	21,897	21,232	35,000	30,000	(5,000)
Repairs & Maintenance	20,140	4,829	21,000	18,000	(3,000)
Vehicle Repair & Maintenance	4,111	6,312	6,000	6,000	-
Computer Services	1,250	710	3,000	1,500	(1,500)
Printing & Binding	869	1,860	3,000	1,500	(1,500)
Contracted Parking	35,590	39,350	40,200	40,800	600
Food Services	-	-	1,450	-	(1,450)
CONTRACTUAL SERV	240,188	236,385	209,650	237,800	28,150
Fleet Fuel	162	21	1,700	1,700	-
Fleet Parts	301	325	1,500	1,500	-
Fleet Labor	937	2,103	3,000	3,000	-
Cost Allocation Charges	80,057	-	75,000	95,000	20,000
INTERNAL SERVICES	81,457	2,449	81,200	101,200	20,000
Postal Services	11,721	7,135	20,000	12,000	(8,000)
Telecommunications	22,143	27,277	40,000	32,000	(8,000)
Property Insurance	-	-	1,500	-	(1,500)
Motor Vehicle Insurance	3,621	4,149	5,000	5,000	-
General Liability Insurance	18,425	12,011	18,500	13,000	(5,500)

Social Services Fund

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
WELFARE ADMINISTRATION - continued					
Office Equipment Rental	7,155	5,594	7,200	6,200	(1,000)
Buildings	253,699	258,810	264,000	264,000	-
Mileage	17	551	2,000	2,000	-
Travel & Training	4,715	14,586	17,000	17,000	-
Dues & Memberships	1,165	950	2,550	1,000	(1,550)
Misc. Charges & Fees	354	204	500	500	-
Background Checks	96	-	500	500	-
Office Supplies	15,341	18,554	32,000	24,000	(8,000)
Food & Food Service	3,115	2,411	2,000	3,450	1,450
Laundry & Janitorial	846	661	500	500	-
Vehicle & Equipment Fuels	10,717	11,166	10,000	10,000	-
Books & Subscriptions	125	125	500	500	-
Other Operating Supplies	20,489	17,981	18,600	18,600	-
Computer Supplies	5,009	6,018	6,000	6,000	-
OTHER CHARGES	378,753	388,183	448,350	416,250	(32,100)
Motor Vehicle & Equipment	-	24,013	25,000	25,000	-
Building Renovations	-	-	70,000	-	(70,000)
CAPITAL	-	24,013	95,000	25,000	(70,000)
TOTAL WELFARE ADMIN	3,658,300	3,884,025	4,474,800	4,492,100	17,300
PUBLIC ASSISTANCE					
Shared Personnel Cost	21,443	24,632	29,000	35,000	6,000
CONTRACTUAL SERV	21,443	24,632	29,000	35,000	6,000
Child Care Quality Initiative	-	2,000	2,500	2,500	-
General Relief	9,402	8,431	20,000	20,000	-
AUX Grants - Aged	12,439	26,979	71,000	60,000	(11,000)
AUX Grants - Disabled	74,558	85,402	146,000	110,000	(36,000)
Local Only Misc. Checks	3,618	2,430	3,000	3,000	-
AFDC - Foster Care	693,843	386,698	500,000	500,000	-
Emergency Assistance	-	-	1,000	1,000	-
Refugee Resettlement	-	-	5,000	5,000	-
Fostering Futures	-	3,697	16,800	16,800	-
Special Needs Adoption Maint	316,756	162,642	300,000	300,000	-

Social Services Fund

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
PUBLIC ASSISTANCE - continued					
Adoption Subsidy F/S/L	646,165	627,757	650,000	650,000	-
Family Preservation	4,428	5,612	10,000	10,000	-
Independent Living Skills	1,437	843	9,000	9,000	-
Adult Protective Services	5,868	2,081	6,000	6,000	-
Safe & Stable Families	27,767	30,479	53,000	53,000	-
Substance Abuse Services	18,856	8,875	16,000	16,000	-
VIEW - Supportive Service	32,602	41,583	67,000	52,000	(15,000)
Home-Based Companion	1,000	2,524	2,000	2,000	-
VIEW Transportation	7,676	8,394	33,000	10,000	(23,000)
Respite Care	2,220	950	3,500	3,500	-
OTHER CHARGES	1,858,635	1,407,377	1,914,800	1,829,800	(85,000)
TOTAL PUBLIC ASSISTANCE	1,880,078	1,432,009	1,943,800	1,864,800	(79,000)
HOUSING ASSISTANCE ADMIN					
Regular	86,644	93,681	96,790	97,101	311
Overtime	2	16	-	-	-
FICA	6,525	7,034	7,255	7,605	350
VRS-Employer	8,272	8,428	8,701	8,729	28
Retirees	1,626	1,587	1,700	2,100	400
Insurance-Employer	1,130	1,228	1,268	1,335	67
VA Local Disability Plan	-	13	-	38	38
Worker's Compensation	74	79	103	101	(2)
Benefits Admin Fee	74	75	75	78	3
Employee Benefits	15,280	16,755	19,608	22,713	3,105
PERSONNEL	119,627	128,896	135,500	139,800	4,300
Repairs & Maintenance	461	461	4,500	2,800	(1,700)
Printing & Binding	127	127	200	200	-
Contracted Parking	1,200	1,200	1,200	1,200	-
CONTRACTUAL SERV	1,788	1,788	5,900	4,200	(1,700)

Social Services Fund

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
<i>HOUSING ASSISTANCE - continued</i>					
Postal Services	597	2,588	3,000	3,000	-
Telecommunications	1,325	1,303	2,000	2,000	-
Office Equipment Rental	1,966	2,018	2,500	2,500	-
Buildings	8,978	9,068	9,250	9,350	100
Travel & Training	132	44	500	500	-
Office Supplies	399	888	1,400	1,400	-
Food & Food Services	273	362	200	200	-
Vehicle & Equipment Fuel	-	22	-	-	-
Books & Subscriptions	125	125	150	150	-
Other Operating Supplies	411	532	1,000	1,000	-
OTHER CHARGES	14,206	16,950	20,000	20,100	100
<i>TOTAL HOUSING ASSISTANCE</i>	<i>135,621</i>	<i>147,634</i>	<i>161,400</i>	<i>164,100</i>	<i>2,700</i>
<i>SPECIAL ASSISTANCE</i>					
CSA	3,077,971	3,292,690	2,500,000	3,000,000	500,000
Other Purchased Services	684,435	565,765	505,000	505,000	-
OTHER CHARGES	3,762,406	3,858,455	3,005,000	3,505,000	500,000
<i>TOTAL SPECIAL ASSISTANCE</i>	<i>3,762,406</i>	<i>3,858,455</i>	<i>3,005,000</i>	<i>3,505,000</i>	<i>500,000</i>
TOTAL SOCIAL SERVICES FUND	9,436,405	9,322,123	9,585,000	10,026,000	441,000

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 55 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

All of the funding for the maintenance of the City's streets in FY21 (\$3.6 million) is received from the state based on the total number of lane miles of streets maintained.

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

Due to the COVID-19 situation, there are no General Funds available in FY21 to supplement the Highway Maintenance Budget which means there will be no street paving completed using Highway Maintenance Funds. The only street paving that will be completed in FY21 will be as a part of Capital Improvement Projects.

Performance Measures:

Indicators	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Measures					
Lane Miles of Streets Paved	11.98	10.04	9.59	9.89	2.00
Linear Feet of Sidewalks Replaced	1,000	1,000	17,308	22,389	10,000

Highway Maintenance Fund

Revenue and Expenditure Summary:

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Revenue by Classification					
Use of Money	6,600	6,628	6,600	6,600	-
Miscellaneous Revenue	9,800	1,700	-	-	-
Recovered Costs	16,025	450	-	-	-
State Revenue	3,647,460	3,644,351	3,864,400	3,378,400	(486,000)
Federal Revenue	4,000	3,000	4,000	4,000	-
Non-Revenue Receipts	622,080	769,790	780,000	-	(780,000)
TOTAL REVENUE	4,305,965	4,425,919	4,655,000	3,389,000	(1,266,000)

Expenditure by Classification					
Personnel Services	1,366,960	1,567,559	1,642,800	1,653,200	10,400
Contractual Services	1,376,351	1,280,066	1,398,300	382,500	(1,015,800)
Internal Services	291,072	468,041	338,600	343,600	5,000
Other Charges	877,410	1,005,634	995,300	1,009,700	14,400
Capital	313,716	338,197	280,000	-	(280,000)
TOTAL EXPENDITURES	4,225,509	4,659,497	4,655,000	3,389,000	(1,266,000)

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	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	6.0	6.0	6.0	0
Trees Division	2.0	2.0	2.0	2.0	0
Total	24.0	25.0	25.0	25.0	0

Highway Maintenance Fund

Revenue Detail:

REVENUE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Interest Earnings	-	28	-	-	-
General Property Rental	6,600	6,600	6,600	6,600	-
USE OF MONEY	6,600	6,628	6,600	6,600	-
Sale of Surplus Property	9,800	1,700	-	-	-
MISCELLANEOUS	9,800	1,700	-	-	-
Public Works	16,025	450	-	-	-
RECOVERED COSTS	16,025	450	-	-	-
Street & Highway Maintenance	3,171,137	3,265,819	3,364,400	3,378,400	14,000
Revenue Sharing Grant	476,323	378,532	500,000	-	(500,000)
STATE REVENUE	3,647,460	3,644,351	3,864,400	3,378,400	(486,000)
Department of Forestry	4,000	3,000	4,000	4,000	-
FEDERAL REVENUE	4,000	3,000	4,000	4,000	-
Insurance Recoveries	16,330	4,790	-	-	-
General Fund	605,750	765,000	780,000	-	(780,000)
NON-REVENUE RECEIPTS	622,080	769,790	780,000	-	(780,000)
TOTAL HIGHWAY MAINT FUND	4,305,965	4,425,919	4,655,000	3,389,000	(1,266,000)

Highway Maintenance Fund

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
ADMINISTRATION					
Regular	143,514	152,498	155,955	163,993	8,038
Overtime	5,094	7,588	3,000	8,000	5,000
Part-time	2,209	-	-	-	-
FICA	11,223	11,577	11,159	11,791	632
VRS-Employer	13,756	13,575	14,021	14,758	737
Retirees	19,517	19,839	14,300	18,763	4,463
Insurance-Employer	1,879	1,978	2,043	2,150	107
VA Local Disability Plan	-	215	230	209	(21)
Worker's Compensation	98	99	105	99	(6)
Tuition Assistance	-	-	-	-	-
Benefits Admin Fee	102	103	105	104	(1)
Employee Benefits	20,735	27,858	33,295	37,436	4,141
VRS Health Insurance Credit	186	181	187	197	10
PERSONNEL	218,313	235,511	234,400	257,500	23,100
Engineering & Architect	175	-	-	-	-
Training & Education	-	71	-	-	-
Repairs & Maintenance	1,515	5,183	5,500	5,500	-
Vehicle Repairs & Maintenance	147	42	100	100	-
Computer Services	1,472	3,780	4,400	4,400	-
Printing & Binding	-	63	300	300	-
CONTRACTUAL SERV	3,309	9,139	10,300	10,300	-
Fleet Fuel	299	223	200	200	-
Fleet Parts	41	31	300	300	-
Fleet Labor	470	127	800	800	-
INTERNAL SERVICES	810	381	1,300	1,300	-
Postal Services	36	4	200	200	-
Telecommunications	169	181	2,000	1,000	(1,000)
Property Insurance	1,854	1,760	2,100	3,500	1,400
Motor Vehicle Insurance	1,114	1,635	1,500	2,600	1,100
Office Equipment Rental	1,371	1,444	1,500	1,500	-
Mileage	-	-	600	600	-
Travel & Training	569	574	2,000	2,000	-

Highway Maintenance Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
ADMINISTRATION - continued					
Office Supplies	653	1,188	2,800	2,800	-
Food & Food Service	831	473	1,000	1,000	-
Laundry & Janitorial	725	615	200	200	-
Building Repair & Maintenance	19	31	200	200	-
Uniforms & Apparel	136	291	200	200	-
Books & Subscriptions	-	200	200	200	-
Other Operating Supplies	658	1,448	1,000	1,000	-
Computer Supplies	-	604	3,600	600	(3,000)
OTHER CHARGES	8,135	10,448	19,100	17,600	(1,500)
Computer Software	26,590	-	-	-	-
CAPITAL	26,590	-	-	-	-
TOTAL ADMINISTRATION	257,157	255,479	265,100	286,700	21,600
STREETS					
Regular	439,237	490,495	484,795	459,750	(25,045)
Overtime	63,298	71,793	65,000	65,000	-
Part-time	-	10,338	15,000	15,000	-
FICA	37,053	41,681	42,210	39,575	(2,635)
VRS-Employer	40,692	43,108	42,807	41,331	(1,476)
Retirees	10,450	12,192	14,300	15,144	844
Insurance-Employer	5,559	6,284	6,239	6,023	(216)
VA Local Disability Plan	674	953	1,061	1,212	151
Worker's Compensation	20,421	22,034	20,631	18,028	(2,603)
Tuition Assistance	800	851	-	-	-
Benefits Admin Fee	448	491	483	474	(9)
Employee Benefits	104,245	123,349	139,002	151,011	12,009
VRS Health Insurance Credit	553	575	572	552	(20)
PERSONNEL	723,430	824,144	832,100	813,100	(19,000)
Engineering & Architect	-	20,641	-	-	-
Training & Education	-	190	-	-	-
Repairs & Maintenance	64,152	56,801	65,000	60,000	(5,000)
Vehicle Repair & Maintenance	1,394	2,559	2,000	2,000	-

Highway Maintenance Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
STREETS - continued					
R & M Sidewalk Repair	-	97,841	3,000	3,000	-
R & M Resurfacing/Planing	971,501	757,064	1,000,000	-	(1,000,000)
Printing & Binding	-	56	800	400	(400)
Laundry & Dry Cleaning	11,934	12,501	12,500	12,500	-
Refuse Service	308	-	800	800	-
CONTRACTUAL SERV	1,049,289	947,653	1,084,100	78,700	(1,005,400)
Fleet Fuel	37,988	49,614	40,000	45,000	5,000
Fleet Parts	73,898	140,639	80,000	80,000	-
Fleet Labor	130,227	189,067	150,000	150,000	-
INTERNAL SERVICES	242,113	379,320	270,000	275,000	5,000
Electrical Services	7,482	8,855	8,000	8,000	-
Heating Services	5,481	6,659	6,500	6,500	-
Telecommunications	956	719	1,000	14,000	13,000
Motor Vehicle Insurance	9,514	11,974	10,500	9,700	(800)
Equipment Rental	4,417	20,513	5,000	5,000	-
Office Equipment Rental	1,371	1,434	1,200	1,200	-
Mileage & Transportation	-	1,892	-	-	-
Travel & Training	710	3,306	2,000	2,000	-
Miscellaneous Charges & Fees	10	34	-	-	-
Office Supplies	181	779	500	500	-
Food & Food Service	2,944	3,126	3,000	3,000	-
Landscaping/Agricultural	17,752	9,437	10,000	10,000	-
Medical & Laboratory	-	652	-	-	-
Laundry & Janitorial	1,096	773	1,500	1,500	-
Building Repair & Maintenance	4,968	6,946	5,000	5,000	-
Vehicle & Equipment Fuels	15	45	300	300	-
Vehicle & Equipment Supplies	7,171	9,475	10,000	10,000	-
Uniforms & Apparel	6,917	5,517	10,000	10,000	-
Books & Subscriptions	264	216	-	-	-
Other Operating Supplies	184	298	1,500	1,500	-
Streets & Sidewalks	58,388	53,416	45,000	45,000	-
OTHER CHARGES	129,821	146,066	121,000	133,200	12,200

Highway Maintenance Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
STREETS - continued					
Motor Vehicle & Equipment	287,126	145,536	280,000	-	(280,000)
CAPITAL	287,126	145,536	280,000	-	(280,000)
TOTAL STREETS	2,431,779	2,442,719	2,587,200	1,300,000	(1,287,200)
STORM DRAINAGE					
Repairs & Maintenance	22,595	3,798	20,000	20,000	-
CONTRACTUAL SERVICES	22,595	3,798	20,000	20,000	-
Building Repair & Maintenance	5,325	38	5,000	4,000	(1,000)
Streets & Sidewalks	5,602	1,020	1,000	1,000	-
OTHER CHARGES	10,927	1,058	6,000	5,000	(1,000)
TOTAL STORM DRAINAGE	33,522	4,856	26,000	25,000	(1,000)
STREET LIGHTS					
Electrical Services	455,768	462,436	469,200	500,000	30,800
OTHER CHARGES	455,768	462,436	469,200	500,000	30,800
TOTAL STREET LIGHTS	455,768	462,436	469,200	500,000	30,800
SNOW & ICE REMOVAL					
Regular	36,847	42,804	45,000	45,000	-
Overtime	105	666	5,000	5,000	-
FICA	2,728	3,215	3,413	3,413	-
VRS-Employer	3,248	3,417	2,797	2,797	-
Insurance-Employer	445	505	408	508	100
VA Local Disability Plan	69	151	-	200	200
Worker's Compensation	1,289	1,188	1,709	1,201	(508)
Benefits Admin Fee	43	29	36	36	-
VRS Health Insurance Credit	40	43	37	45	8
PERSONNEL	44,814	52,018	58,400	58,200	(200)

Highway Maintenance Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
SNOW & ICE - continued					
Repairs & Maintenance	24,723	86,102	25,000	25,000	-
CONTRACTUAL SERVICES	24,723	86,102	25,000	25,000	-
Fleet Fuel	-	2	100	100	-
Fleet Parts	8,251	23,426	25,000	25,000	-
Fleet Labor	8,902	31,980	8,700	8,700	-
INTERNAL SERVICES	17,153	55,408	33,800	33,800	-
Electrical Services	2,454	956	1,800	1,800	-
Mileage & Transportation	-	13	-	-	-
Training & Education	661	2,038	-	-	-
Office Supplies	-	75	-	-	-
Food & Food Service	1,596	5,245	2,000	3,500	1,500
Laundry & Janitorial	-	6	-	-	-
Building Repair & Maintenance	-	1,217	1,500	1,500	-
Vehicle & Equipment Supplies	9,266	1,231	5,000	5,000	-
Other Operating Supplies	-	1,191	-	-	-
Streets & Sidewalks	-	711	-	-	-
Chemicals	32,452	107,941	100,000	100,000	-
OTHER CHARGES	46,429	137,624	110,300	111,800	1,500
TOTAL SNOW & ICE	133,119	331,152	227,500	228,800	1,300
TRAFFIC SIGNALS					
Regular	162,908	215,484	252,200	251,742	(458)
Overtime	33,009	33,905	28,000	28,000	-
FICA	14,745	18,740	21,006	20,883	(123)
VRS-Employer	15,734	19,485	22,672	22,632	(40)
Insurance-Employer	2,149	2,841	3,304	3,298	(6)
VA Local Disability Plan	282	534	757	529	(228)
Worker's Compensation	7,984	9,658	10,444	9,622	(822)
Benefits Admin Fee	161	188	216	216	-
Employee Benefits	33,973	40,382	54,297	58,674	4,377
VRS Health Insurance Credit	214	260	304	304	-
PERSONNEL	271,159	341,477	393,200	395,900	2,700

Highway Maintenance Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
TRAFFIC SIGNALS - continued					
Fleet Fuel	4,725	5,762	5,000	5,000	-
Fleet Parts	2,690	3,203	8,000	8,000	-
Fleet Labor	8,017	14,731	10,000	10,000	-
INTERNAL SERVICES	15,432	23,696	23,000	23,000	-
Electrical Services	56,263	58,227	61,200	66,000	4,800
Heating Services	1,245	1,766	1,500	1,500	-
Postal Services	279	388	200	400	200
Telecommunications	10,663	16,063	15,000	15,000	-
Motor Vehicle Insurance	3,480	2,678	6,000	3,900	(2,100)
Equipment Rental	-	-	2,000	2,000	-
Mileage & Transportation	551	149	-	-	-
Travel, Training & Education	3,377	6,199	4,000	4,000	-
Dues & Memberships	705	625	700	700	-
Miscellaneous Charges & Fees	-	5	-	-	-
Office Supplies	138	2,503	1,000	1,000	-
Food & Food Service	401	324	300	300	-
Landscaping Supplies	1,153	-	2,500	1,000	(1,500)
Laundry & Janitorial	263	93	500	500	-
Building Repair & Maintenance	49,691	66,059	65,000	50,000	(15,000)
Vehicle & Equipment Fuels	551	580	1,500	1,500	-
Vehicle & Equip Supplies	995	1,373	2,000	2,000	-
Uniforms & Apparel	3,199	3,830	3,200	3,200	-
Books & Subscriptions	1,526	485	1,000	1,000	-
Other Operating Supplies	7,881	2,939	500	500	-
Signs	48,560	43,053	60,000	50,000	(10,000)
Computer Hardware/Software	-	2,595	-	-	-
Pavement Marking Materials	23,131	24,853	25,000	20,000	(5,000)
OTHER CHARGES	214,052	234,787	253,100	224,500	(28,600)
Machinery & Equipment	-	12,180	-	-	-
Motor Vehicle & Equipment	-	29,597	-	-	-
CAPITAL	-	41,777	-	-	-
TOTAL TRAFFIC SIGNALS	617,338	744,428	777,600	741,700	(35,900)

Highway Maintenance Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
TREES DIVISION					
Regular	71,866	75,924	80,146	82,992	2,846
Overtime	4,390	3,496	3,800	3,800	-
FICA	5,412	5,679	7,126	6,277	(849)
VRS-Employer	6,368	6,798	7,354	7,461	107
Insurance-Employer	870	991	1,050	1,087	37
VA Local Disability Insurance	131	219	328	180	(148)
Worker's Compensation	3,147	3,126	3,685	3,173	(512)
Benefits Admin Fee	62	72	72	72	-
Employee Benefits	16,912	18,013	21,025	23,358	2,333
VRS Health Insurance Credit	86	91	114	100	(14)
PERSONNEL	109,244	114,409	124,700	128,500	3,800
Training & Education	-	41	-	-	-
Repairs & Maintenance	159,740	128,078	150,000	150,000	-
Vehicle Repairs & Maintenance	-	2,445	-	-	-
Printing & Binding	-	119	200	200	-
Laundry & Dry Cleaning	-	-	400	-	(400)
CONTRACTUAL SERVICES	159,740	130,683	150,600	150,200	(400)
Fleet Fuel	1,841	2,446	2,500	2,500	-
Fleet Parts	1,937	1,647	2,000	2,000	-
Fleet Labor	11,786	5,143	6,000	6,000	-
INTERNAL SERVICES	15,564	9,236	10,500	10,500	-
Postal Services	5	56	100	100	-
Telecommunications	769	524	2,000	1,000	(1,000)
Motor Vehicle Insurance	347	1,291	500	2,200	1,700
Equipment Lease/Rental	-	430	-	-	-
Mileage & Transportation	246	-	500	500	-
Travel & Training	1,098	1,857	1,500	1,500	-
Dues & Memberships	270	285	500	500	-
Miscellaneous Charges & Fees	-	130	-	-	-
Office Supplies	74	261	300	300	-
Food & Food Services	65	14	100	100	-
Landscaping/Agricultural	7,495	5,846	7,500	7,500	-

Highway Maintenance Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
TREES DIVISION - continued					
Vehicle & Equipment Fuels	19	58	200	200	-
Vehicle & Equipment	61	751	1,500	1,500	-
Uniforms & Apparel	1,709	1,316	1,500	1,900	400
Books & Subscriptions	70	-	200	100	(100)
Other Operating Supplies	50	372	200	200	-
Chemicals	-	24	-	-	-
OTHER CHARGES	12,278	13,215	16,600	17,600	1,000
Motor Vehicle & Equipment	-	150,884	-	-	-
CAPITAL	-	150,884	-	-	-
TOTAL TREES DIVISION	296,826	418,427	302,400	306,800	4,400
TOTAL HIGHWAY MAINT FUND	4,225,509	4,659,497	4,655,000	3,389,000	(1,266,000)

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	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Measures					
Ridership	143,208	139,998	134,832	115,000	135,000
Vehicle Revenue Miles	193,576	193,935	190,391	172,000	191,000
Vehicle Revenue Hours	18,390	18,079	17,721	16,300	17,800
Reportable Incidents	3	0	2	0	0
Injuries	1	1	0	0	0

FY 2020 Estimates are lower due to COVID-19

Revenues and Expenditure Summary:

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Revenue by Classification					
Charges for Services	113,115	109,407	110,000	111,500	1,500
State Revenue	206,417	209,986	206,000	206,000	-
Federal Revenue	456,482	492,649	495,700	530,800	35,100
Non-Revenue Receipts	211,550	260,000	289,300	324,700	35,400
TOTAL REVENUE	987,564	1,072,042	1,101,000	1,173,000	72,000

Transit Fund

Revenues and Expenditure Summary:

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Expenditure by Classification					
Personnel Services	675,670	727,728	817,800	835,500	17,700
Contractual Services	54,123	52,500	50,600	61,400	10,800
Internal Services	194,093	243,569	177,000	220,000	43,000
Other Charges	63,584	49,374	55,600	56,100	500
TOTAL EXPENDITURES	987,470	1,073,171	1,101,000	1,173,000	72,000

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	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
Total	12.0	12.0	12.0	12.0	0

Revenue Detail:

REVENUE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Fixed Route - Meter Fares	63,866	60,279	65,000	65,000	-
Fixed Route - Adult Fares	6,885	10,073	8,000	8,500	500
Fixed Route - Half Fares	4,170	5,840	4,000	5,000	1,000
Para-transit Meter Fares	2,611	2,601	3,000	3,000	-
Special Runs	-	17	-	-	-
Advertising	25,440	25,780	23,000	25,000	2,000
Trolley Meter Fares	435	295	2,000	1,000	(1,000)
Para-transit Adult Ticket	4,777	972	-	-	-
Para-transit Half Fare	4,931	3,550	5,000	4,000	(1,000)
CHARGES FOR SERVICES	113,115	109,407	110,000	111,500	1,500

Transit Fund

Revenue Detail - continued:

REVENUE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Formula Assistance	206,417	209,986	206,000	206,000	-
Capital Projects	-	-	-	-	-
STATE REVENUE	206,417	209,986	206,000	206,000	-
Federal Programs	439,517	492,649	495,700	530,800	35,100
Capital Projects	16,965	-	-	-	-
FEDERAL REVENUE	456,482	492,649	495,700	530,800	35,100
Insurance Recoveries	4,250	-	-	-	-
General Fund	207,300	260,000	289,300	324,700	35,400
NON-REVENUE RECEIPTS	211,550	260,000	289,300	324,700	35,400
TOTAL TRANSIT REVENUE	987,564	1,072,042	1,101,000	1,173,000	72,000

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
FIXED ROUTE SERVICE					
Regular	299,786	336,055	403,679	404,776	1,097
Overtime	38,884	52,195	30,000	30,000	-
Part-time Non-Classified	35,277	26,233	15,808	15,808	-
FICA	28,026	31,243	34,430	33,894	(536)
VRS-Employer	27,626	29,336	36,174	36,389	215
Retirees	9,759	9,523	6,325	8,339	2,014
Insurance-Employer	3,774	4,276	5,272	5,303	31
VA Local Disability Plan	504	765	1,149	1,018	(131)
Worker's Compensation	6,178	5,552	7,636	5,500	(2,136)
Benefits Admin Fee	297	320	395	395	-
Employee Benefits	59,359	65,706	90,687	105,292	14,605
VRS Health Insurance Credit	374	392	545	486	(59)
PERSONNEL	509,844	561,596	632,100	647,200	15,100

Transit Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
<i>FIXED ROUTE SERVICE - continued</i>					
Medical, Dental, & Hospital	1,189	1,030	1,500	1,200	(300)
Other Professional Services	112	1,802	100	500	400
Repairs & Maintenance	6,113	9,473	7,000	18,000	11,000
Vehicle Repair & Maintenance Services	4,752	1,078	2,000	2,000	-
Computer/Hardware Service Contracts	33,509	34,476	32,000	32,000	-
Printing & Binding	4,343	1,225	4,000	4,000	-
Local Media	725	251	1,000	500	(500)
Laundry & Dry Cleaning	3,131	3,165	3,000	3,200	200
Other Purchased Services	249	-	-	-	-
CONTRACTUAL SERVICES	54,123	52,500	50,600	61,400	10,800
Fleet Fuel	46,925	47,326	42,000	45,000	3,000
Fleet Parts	24,720	47,065	30,000	40,000	10,000
Fleet Labor	76,287	90,726	65,000	80,000	15,000
INTERNAL SERVICES	147,932	185,117	137,000	165,000	28,000
Electrical Services	4,791	5,952	5,500	7,000	1,500
Heating Services	3,049	4,349	3,000	3,500	500
Water & Sewer	2,302	3,778	1,500	3,000	1,500
Postal Services	242	260	300	300	-
Telecommunications	5,693	6,119	6,000	6,000	-
Property Insurance	1,236	1,324	2,000	2,000	-
Motor Vehicle Insurance	11,631	12,601	15,000	15,000	-
General Liability Insurance	2,842	1,185	3,200	2,500	(700)
Mileage	189	213	2,000	2,000	-
Travel - Convention & Education	1,657	854	1,000	1,000	-
Dues & Association Memberships	812	812	1,000	1,000	-
Miscellaneous Charges & Fees	-	45	-	-	-
Background Checks	234	-	300	-	(300)
Office Supplies	1,136	2,000	1,500	1,500	-
Food & Food Service	139	-	-	-	-
Medical & Laboratory	563	394	600	600	-
Laundry & Janitorial Services	1,585	1,703	2,000	2,000	-
Building Repair & Maintenance	586	87	200	200	-
Vehicle & Equipment Fuels	10	37	-	-	-

Transit Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
<i>FIXED ROUTE SERVICE – cont.</i>					
Vehicle & Equipment Supplies	9,910	385	1,000	1,000	-
Uniforms & Apparel	2,214	874	2,000	2,000	-
Other Operating Supplies	1,642	6,159	5,000	3,500	(1,500)
Computer/Hardware Supplies	11,121	243	2,500	2,000	(500)
OTHER CHARGES	63,584	49,374	55,600	56,100	500
<i>TOTAL FIXED ROUTE SERVICE</i>	<i>775,483</i>	<i>848,587</i>	<i>875,300</i>	<i>929,700</i>	<i>54,400</i>
<i>PARATRANSIT SERVICE</i>					
Regular	96,848	99,615	105,359	106,080	721
Overtime	4,674	10,905	5,000	10,000	5,000
FICA	7,484	8,100	8,057	8,278	221
VRS-Employer	8,967	8,921	9,472	9,536	64
Insurance-Employer	1,225	1,300	1,380	1,390	10
VA Local Disability Plan	-	128	219	219	-
Worker's Compensation	2,726	2,321	2,901	1,694	(1,207)
Benefits Admin Fee	107	104	108	108	-
Employee Benefits	26,941	27,505	34,879	32,870	(2,009)
VRS Health Insurance Credit	121	119	125	125	-
PERSONNEL	149,093	159,018	167,500	170,300	2,800
Fleet Fuel	14,340	17,750	10,000	13,000	3,000
Fleet Parts	9,390	9,364	5,000	10,000	5,000
Fleet Labor	12,369	15,263	10,000	15,000	5,000
INTERNAL SERVICES	36,099	42,377	25,000	38,000	13,000
<i>TOTAL PARATRANSIT SERVICE</i>	<i>185,192</i>	<i>201,395</i>	<i>192,500</i>	<i>208,300</i>	<i>15,800</i>

Transit Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
TROLLEY ROUTES					
Overtime	306	-	-	-	-
Part-time Non-classified	14,858	6,491	16,400	16,400	-
FICA	1,160	497	1,175	1,175	-
Worker's Compensation	409	126	625	425	(200)
PERSONNEL	16,733	7,114	18,200	18,000	(200)
Fleet Fuel	2,369	1,598	5,000	5,000	-
Fleet Parts	1,537	4,890	5,000	5,000	-
Fleet Labor	6,156	9,587	5,000	7,000	2,000
INTERNAL SERVICES	10,062	16,075	15,000	17,000	2,000
TOTAL TROLLEY ROUTES	26,795	23,189	33,200	35,000	1,800
TOTAL TRANSIT EXPENDITURES	987,470	1,073,171	1,101,000	1,173,000	72,000

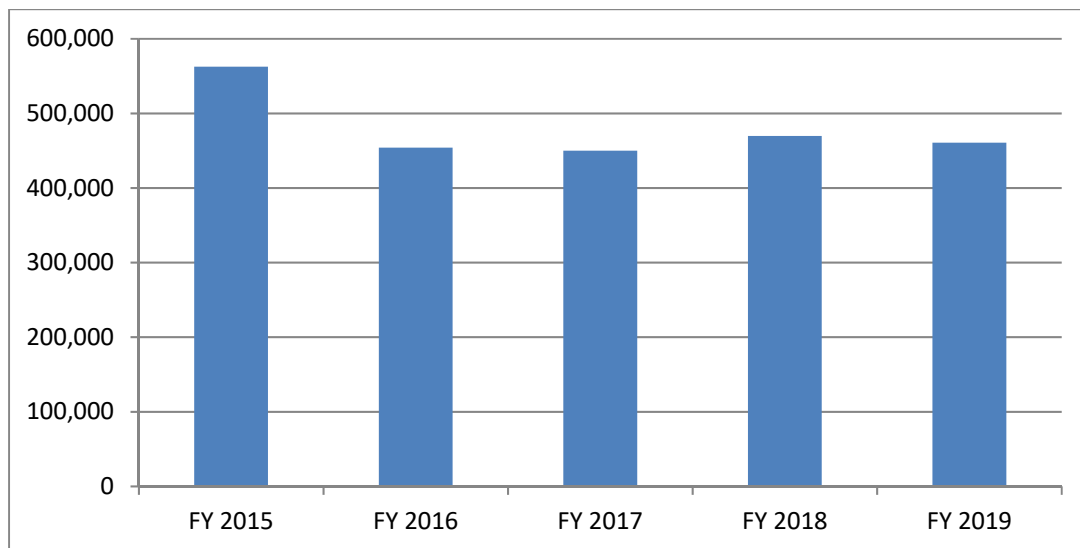
Emergency Medical Services (EMS) Fund

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:

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Revenue by Classification					
Revenue Use of Money	1,534	3,539	2,000	2,000	-
Charges for Services	1,143,178	1,132,114	1,148,000	1,148,000	-
Non-Revenue Receipts	-	-	-	-	-
TOTAL REVENUE	1,144,712	1,135,653	1,150,000	1,150,000	-

Emergency Medical Services (EMS) Fund

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Administration	1.0	1.0	1.0	1.0	0
Firefighters	10.0	10.0	10.0	10.0	0
Total	11.0	11.0	11.0	11.0	0

Expenditure Summary:

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Expenditure by Classification					
Personnel Services	737,832	735,875	747,500	747,500	-
Contractual Services	227,720	229,859	233,950	233,950	-
Other Charges	159,447	178,981	168,550	168,550	-
TOTAL EXPENDITURES	1,124,999	1,144,715	1,150,000	1,150,000	-

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	504,278	507,152	507,716	507,716	-
Overtime	28,832	28,535	36,000	31,300	(4,700)
FICA	39,570	39,179	40,684	40,684	-
VRS-Employer	46,304	44,978	45,395	45,395	-
VRS-LODA	5,106	7,058	5,200	5,200	-
Retirees	8,945	-	5,535	-	(5,535)
Insurance-Employer	6,328	6,555	6,615	6,615	-
VA Local Disability Plan	254	341	308	216	(92)
Worker's Compensation	17,479	16,503	17,246	16,360	(886)
Benefits Admin Fee	388	363	396	389	(7)
Employee Benefits	79,721	84,611	81,743	92,999	11,256
VRS Health Ins. Credit	627	600	662	626	(36)
PERSONNEL	737,832	735,875	747,500	747,500	-

Emergency Medical Services (EMS) Fund

Expenditure Detail - continued:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2021
	ACTUAL	ACTUAL	ORIGINAL	ADOPTED	BUDGET
EXPENDITURES			BUDGET	BUDGET	Inc/(Dec)
Medical, Dental, & Hospital	2,382	4,140	1,300	1,300	-
Other Prof Services	51,964	51,925	58,500	58,500	-
Computer Services	-	-	550	550	-
Printing & Binding	-	-	600	600	-
Laundry & Dry Cleaning	3,374	3,794	3,000	3,000	-
Volunteer Fire Stations	170,000	170,000	170,000	170,000	-
CONTRACTUAL					
SERVICE	227,720	229,859	233,950	233,950	-
Postal Services	135	198	100	100	-
Office Equipment Rental	447	172	400	400	-
Training & Education	1,667	1,483	1,000	1,000	-
Volunteer Fire Department	98,755	137,344	119,800	119,800	-
Banking Fees	61	-	-	-	-
Misc. Charges & Fees	2,865	1,904	5,000	5,000	-
Office Supplies	71	369	200	200	-
Food & Food Service	37	-	-	-	-
Medical Laboratory	28,324	29,435	29,900	29,900	-
Laundry & Janitorial	-	-	500	500	-
Uniforms & Apparel	24,733	6,877	8,900	8,900	-
Other Operating Supplies	2,303	1,189	2,750	2,750	-
Computer Hardware/Soft	49	10	-	-	-
OTHER CHARGES	159,447	178,981	168,550	168,550	-
TOTAL EXPENDITURES	1,124,999	1,144,715	1,150,000	1,150,000	-

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 Mission of the CBV is to strengthen the area economy by marketing our city, county and communities as a destination, enhancing the visitor experience, and supporting tourism product development and advocacy.



Goals and Objectives:

- Market Winchester-Frederick County as a sports, leisure, wedding, group tour and meeting destination in the Shenandoah Valley. In the current COVID-19 conditions, the focus will be enhanced to highlight leisure, visiting friends and relatives and small group audiences.
- 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 Destination 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.

Winchester-Frederick County Convention & Visitors Bureau Fund

- Continue efforts to build stronger relationships with local, regional and state stakeholders.
- Continue to develop and engage with regional marketing partnerships such as the Shenandoah Valley Tourism Partnership, Shenandoah Spirits, and Top of Virginia Artisan Trail.

Performance Measures:

- Increase the month-over month number of visitors to www.visitwinchesterva.com by 10% and improve average time on site by 5%. This is part of rebuilding process during the COVID-19 crisis.
- Increase owned image portfolio by 25 professional images and 12 minutes of professional video each year.
- Increase the month-over-month engagement on Facebook, Instagram by 2% each, again as part of the rebuilding process.
- 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 through visitor guide ad sales and Visitor Center gift shop sales.
- Increase combined City/County hotel occupancy rate and RevPAR (revenue per available room) combined month-over-month at or above state averages as part of the rebuilding process.
- Produce one monthly featurette video per month to highlight various businesses throughout the City and County.
- Graduate at least 50 Destination Ambassadors annually through our ongoing Destination Ambassador Education program.

Revenue and Expenditure Summary:

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Revenue by Classification					
Revenue Use of Money	55	165	-	-	-
Miscellaneous Revenue	203,061	215,827	507,500	526,500	19,000
Non-Revenue Receipts	150,000	150,500	150,500	150,500	-
TOTAL REVENUE	353,116	366,492	658,000	677,000	19,000

Winchester-Frederick County Convention & Visitors Bureau Fund

Revenue and Expenditure Summary:

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Expenditure by Classification					
Personnel Services	185,547	190,510	224,900	232,100	7,200
Contractual Services	129,006	110,500	354,900	367,300	12,400
Other Charges	64,783	64,387	78,200	77,600	(600)
TOTAL EXPENDITURES	379,336	365,397	658,000	677,000	19,000

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Administration	2.0	2.0	2.0	2.0	0
Total	2.0	2.0	2.0	2.0	0

Revenue Detail:

REVENUE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Interest Earnings	55	165	-	-	-
REVENUE USE OF MONEY	55	165	-	-	-
Special Events	15,219	19,798	24,000	20,000	(4,000)
Gift Shop Sales	28,582	33,610	30,000	33,000	3,000
Frederick County	150,500	150,500	433,500	433,500	-
Miscellaneous Grant	8,760	11,919	20,000	40,000	20,000
MISCELLANEOUS	203,061	215,827	507,500	526,500	19,000
General Fund	150,000	150,500	150,500	150,500	-
NON-REVENUE RECEIPTS	150,000	150,500	150,500	150,500	-
TOTAL WFCCVB REVENUE	353,116	366,492	658,000	677,000	19,000

Winchester-Frederick County Convention & Visitors Bureau Fund

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	111,182	115,026	142,276	149,635	7,359
Overtime	42	25	-	-	-
Part-time Non-classified	37,720	37,807	34,500	27,000	(7,500)
FICA	11,047	11,352	12,830	13,538	708
VRS-Employer	10,672	10,344	12,817	13,452	635
Retirees	1,626	1,587	1,600	2,100	500
Insurance-Employer	1,458	1,507	1,867	1,961	94
Worker's Compensation	98	96	126	119	(7)
Flex Benefits - Fee	72	72	108	108	-
Flex Benefits - Employee	11,485	12,556	18,604	24,008	5,404
VRS Health Ins. Credit	145	138	172	179	7
PERSONNEL	185,547	190,510	224,900	232,100	7,200
Other Professional Serv	22,928	28,573	59,500	56,514	(2,986)
Maintenance Contracts	1,372	732	1,200	1,200	-
Printing & Binding	29,007	20,954	30,000	30,000	-
Local Media	75,699	60,241	264,200	279,586	15,386
CONTRACTUAL SERV	129,006	110,500	354,900	367,300	12,400
Postal Services	5,586	5,007	7,000	6,000	(1,000)
Telecommunications	3,168	3,389	2,900	3,400	500
General Liability Ins	845	440	1,000	1,000	-
Office Equipment Rental	2,294	2,331	2,500	2,500	-
Building Rental	15,970	15,900	15,900	15,900	-
Mileage & Transportation	4,168	5,704	7,000	7,000	-
Travel & Training	2,524	2,870	8,800	8,800	-
Dues & Memberships	4,910	2,790	5,000	5,000	-
Misc. Charges & Fees	923	1,393	900	900	-
Office Supplies	1,300	1,128	1,000	1,000	-
Food & Food Service	573	1,189	1,000	1,000	-
Books & Subscriptions	2,685	4,765	3,000	3,000	-
Other Operating Supplies	481	797	900	900	-
Merchandise for Resale	18,676	16,031	20,000	20,000	-
Computer Supplies	590	653	1,000	1,000	-
Awards, Plaques, Other	90	-	300	200	(100)
OTHER CHARGES	64,783	64,387	78,200	77,600	(600)
TOTAL EXPEND	379,336	365,397	658,000	677,000	19,000

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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Revenue by Class					
Use of Money	485	1,279	-	-	-
Charges for Services	29,200	33,477	50,000	33,000	(17,000)
Non-Revenue Receipts	-	-	-	17,000	17,000
TOTAL REVENUE	29,685	34,756	50,000	50,000	-
Expenditure by Class					
Personnel Services	6,000	5,999	6,000	6,000	-
Contractual Services	140	5,064	2,000	5,000	3,000
Other Charges	39,758	37,810	42,000	39,000	(3,000)
EXPENDITURES	45,898	48,873	50,000	50,000	-

Law Library Fund

Revenue Detail:

REVENUE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Interest Earnings	485	1,279	-	-	-
USE OF MONEY	485	1,279	-	-	-
City Fees	16,826	18,584	38,000	18,000	(20,000)
County Fees	12,374	14,893	12,000	15,000	3,000
CHARGES FOR SERV	29,200	33,477	50,000	33,000	(17,000)
Reserves	-	-	-	17,000	17,000
NON- REVENUE	-	-	-	17,000	17,000
TOTAL REVENUE	29,685	34,756	50,000	50,000	-

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Part-time Non-classified	6,000	5,999	6,000	6,000	-
PERSONNEL	6,000	5,999	6,000	6,000	-
Repairs & Maintenance	-	-	1,000	-	(1,000)
Comp/Hardware Maint	140	5,064	1,000	5,000	4,000
CONTRACTUAL SERV	140	5,064	2,000	5,000	3,000
Telecommunications	2,264	2,569	2,000	2,600	600
Office Equipment	1,228	1,164	2,000	1,400	(600)
Banking Fees	16	-	500	-	(500)
Office Supplies	1,327	-	-	-	-
Books & Subscriptions	34,923	34,077	30,000	35,000	5,000
Other Operating Supplies	-	-	2,500	-	(2,500)
Computer Supplies	-	-	5,000	-	(5,000)
OTHER CHARGES	39,758	37,810	42,000	39,000	(3,000)
TOTAL EXPEND	45,898	48,873	50,000	50,000	-

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	2017 Actual	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Measures					
Number of hourly customers utilizing the garages under normal operations	166,508	161,120	151,846	100,000*	150,000
Number of total monthly parkers	998	1,036	1,142	1,025	1,125
Number of parkers Friday of Apple Blossom Festival	1,001	874	808	0*	800
Number of parkers Saturday of Apple Blossom Festival	1,128	940	1,116	0*	1,000
Number of parkers for the Christmas Parade	256	588	480	500	500

* Decline in Hourly Parking and Cancellation of SABF due to COVID-19

Revenue Summary:

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Revenue by Class					
Local Revenue	73,867	176,095	130,000	130,000	-
Charges for Services	1,233,055	1,348,417	1,253,000	1,238,000	(15,000)
Miscellaneous Revenue	8,828	4,511	3,000	3,000	-
Non-Revenue Receipts	8,994	-	600,000	-	(600,000)
TOTAL REVENUE	1,324,744	1,529,023	1,986,000	1,371,000	(615,000)

Expenditure Summary:

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Expenditure by Classification					
Personnel Services	325,016	305,548	326,800	354,000	27,200
Contractual Services	68,899	145,401	106,100	93,200	(12,900)
Internal Services	8,223	2,813	7,000	7,000	-
Other Charges	180,840	188,028	427,300	395,800	(31,500)
Capital	256,306	254,651	600,000	-	(600,000)
Debt	354,546	198,606	518,800	521,000	2,200
TOTAL EXPENDITURES	1,193,830	1,095,047	1,986,000	1,371,000	(615,000)

Winchester Parking Authority Fund

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Administration	5.0	5.0	5.0	5.0	0
Parking Enforcement	1.0	1.0	2.0	2.0	0
Total	6.0	6.0	7.0	7.0	0

Revenue Detail:

REVENUE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Parking Fines	73,745	170,656	130,000	130,000	-
Interest Earnings	122	5,439	-	-	-
LOCAL REVENUE	73,867	176,095	130,000	130,000	-
Parking Meters - On Street	162,614	169,173	180,000	165,000	(15,000)
Parking Meters - Off Street	60,986	64,895	65,000	65,000	-
Meters - Park Mobile	13,156	32,237	24,000	27,000	3,000
Auto Park Fees - Court Sq.	37,682	44,870	35,000	35,000	-
Auto Park Fees - Loudoun	35,668	35,822	25,000	30,000	5,000
Auto Park Fees - Braddock	182,480	227,382	200,000	200,000	-
Auto Park Fees - GW	107,248	106,026	110,000	100,000	(10,000)
Parking - Off Street Rental	31,759	28,984	27,000	27,000	-
Auto Park Rent - Court Sq.	149,714	153,087	152,000	152,000	-
Auto Park Rent - Loudoun	135,405	145,092	132,000	132,000	-
Auto Park Rent - Braddock	99,966	119,574	85,000	90,000	5,000
Auto Park Rent - GW	204,502	211,361	205,000	205,000	-
Validated Parking - DDB	7,210	6,749	7,000	7,000	-
Advance Ticket Sales	4,665	3,165	6,000	3,000	(3,000)
CHARGES FOR SERV	1,233,055	1,348,417	1,253,000	1,238,000	(15,000)
Other	8,828	4,511	3,000	3,000	-
MISCELLANEOUS	8,828	4,511	3,000	3,000	-
Insurance Recoveries	8,994	-	-	-	-
Proceeds from Borrowing	-	-	600,000	-	(600,000)
NON-REVENUE RECEIPTS	8,994	-	600,000	-	(600,000)
TOTAL WPA REVENUE	1,324,744	1,529,023	1,986,000	1,371,000	(615,000)

Winchester Parking Authority Fund

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
WPA ADMIN					
Regular	175,366	154,359	163,979	171,282	7,303
Overtime	18,014	19,311	18,000	18,000	-
Part-time	14,947	-	-	-	-
FICA	15,717	13,027	13,799	14,066	267
VRS-Employer	15,984	13,451	14,741	15,369	628
Retirees	4,879	7,256	1,600	2,100	500
Insurance-Employer	2,184	1,960	2,148	2,239	91
VA Local Disability Plan	84	462	546	398	(148)
Worker's Compensation	3,414	3,008	3,223	3,080	(143)
Flex Benefits - Fee	150	144	153	156	3
Flex Benefits - Employee	24,773	23,250	33,214	29,205	(4,009)
VRS Health Ins Credit	217	180	197	205	8
PERSONNEL	275,729	236,408	251,600	256,100	4,500
Engineering & Architect	-	-	10,000	-	(10,000)
Temporary Help/Other	1,110	908	-	-	-
Repairs & Maintenance	58,646	136,162	82,900	80,000	(2,900)
Landscaping	-	1,375	1,000	1,000	-
Vehicle Repair & Maint	1,345	655	1,500	1,500	-
Printing & Binding	5,583	6,301	8,000	8,000	-
Laundry & Dry Cleaning	15	-	-	-	-
CONTRACTUAL SERV	66,699	145,401	103,400	90,500	(12,900)
Fleet Fuel	2,092	1,470	3,000	3,000	-
Fleet Parts	2,023	420	2,000	2,000	-
Fleet Labor	4,108	923	2,000	2,000	-
INTERNAL SERVICES	8,223	2,813	7,000	7,000	-
Electrical Services	77,263	75,209	79,000	79,000	-
Water & Sewer	3,067	3,179	2,800	3,200	400
Postal Services	160	88	200	200	-
Telecommunications	13,094	14,663	11,600	11,600	-
Property Insurance	21,054	22,107	26,100	28,300	2,200
Motor Vehicle Insurance	1,131	1,382	1,500	1,500	-
General Liability Ins	2,672	1,448	3,000	2,500	(500)
Equipment Rental	2,255	-	2,000	2,000	-
Rent - Parking Lots	6,459	6,997	7,000	7,000	-

Winchester Parking Authority Fund

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
WPA ADMIN – cont.					
Mileage & Trans	-	144	100	100	-
Travel & Training	-	3,803	1,900	2,500	600
Banking Fees	13	-	50	-	(50)
Dues & Memberships	50	100	50	100	50
Misc. Charges & Fees	24,485	27,151	25,000	25,000	-
Office Supplies	677	2,668	1,000	1,000	-
Food & Food Service	8	8	200	200	-
Landscaping Supplies	-	-	400	400	-
Laundry & Janitorial	1,806	369	2,500	1,500	(1,000)
Repair & Maint Supp	19,500	18,667	40,600	34,000	(6,600)
Vehicle & Equip Supp	80	131	500	500	-
Uniforms & Apparel	1,443	2,087	1,000	1,000	-
Other Operating Supp	5,374	7,235	44,100	44,100	-
Chemicals	-	-	700	-	(700)
Computer Equipment	-	497	3,000	500	(2,500)
OTHER CHARGES	180,591	187,933	254,300	246,200	(8,100)
Depreciation Expense	256,306	254,651	-	-	-
Machinery & Equip	-	-	600,000	-	(600,000)
CAPITAL	256,306	254,651	600,000	-	(600,000)
WPA ADMIN	787,548	827,206	1,216,300	599,800	(616,500)

Winchester Parking Authority Fund

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
PARKING ENFORCEMENT					
Regular	32,492	34,946	34,471	68,598	34,127
Overtime	223	616	500	500	-
Non-Classified Part-time	1,840	18,953	24,000	-	(24,000)
FICA	2,461	4,127	4,445	5,236	791
VRS-Employer	3,100	3,004	3,099	6,167	3,068
Insurance-Employer	424	438	451	899	448
VA Local Disability Plan	5	241	241	362	121
Worker's Compensation	516	638	776	840	64
Flex Benefits - Admin Fee	36	36	36	72	36
Flex Benefits - Employee	8,148	6,101	7,140	15,144	8,004
VRS Health Insurance Credit	42	40	41	82	41
PERSONNEL	49,287	69,140	75,200	97,900	22,700
Repairs & Maintenance	2,200	-	-	-	-
Computer Maintenance	-	-	2,200	2,200	-
Printing & Binding	-	-	500	500	-
Laundry & Dry Cleaning	-	-	-	-	-
CONTRACTUAL SERVICES	2,200	-	2,700	2,700	-
Telecommunications	249	-	3,000	-	(3,000)
Uniforms & Apparel	-	95	2,000	2,000	-
Other Operating Supplies	-	-	2,000	1,000	(1,000)
OTHER CHARGES	249	95	7,000	3,000	(4,000)
PARKING ENFORCEMENT	51,736	69,235	84,900	103,600	18,700
Reserves	-	-	166,000	146,600	(19,400)
TOTAL OTHER	-	-	166,000	146,600	(19,400)
DEBT					
Principal	-	-	264,600	277,600	13,000
Interest	309,796	198,606	253,900	243,400	(10,500)
Bond Issuance Costs	44,750	-	300	-	(300)
TOTAL DEBT SERVICE	354,546	198,606	518,800	521,000	2,200
TOTAL WPA EXPENDITURES	1,193,830	1,095,047	1,986,000	1,371,000	(615,000)

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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Revenue by Classification					
Miscellaneous Revenue	104,440	77,033	1,509,000	-	(1,509,000)
Recovered Costs	595,153	390,235	-	-	-
State Revenue	949,014	744,758	6,456,000	5,387,000	(1,069,000)
Federal Revenue	311,074	154,721	250,000	-	(250,000)
Non-Revenue Receipts	507,225	2,223,541	18,640,000	17,500,000	(1,140,000)
TOTAL REVENUE	2,466,906	3,590,288	26,855,000	22,887,000	(3,968,000)
Expenditure by Classification					
Public Safety	172,041	667,779	-	-	-
Public Works	6,722,014	4,531,631	13,155,000	10,637,000	(2,518,000)
Parks, Recreation, Cultural	368,624	483,847	3,200,000	-	(3,200,000)
Transfers	-	-	10,500,000	12,000,000	1,500,000
Debt	-	23,720	-	250,000	250,000
TOTAL EXPENDITURES	7,262,679	5,706,977	26,855,000	22,887,000	(3,968,000)

Revenue Detail:

REVENUE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Interest Earnings	104,440	77,033	-	-	-
Capital Projects	-	-	1,509,000	-	(1,509,000)
MISCELLANEOUS	104,440	77,033	1,509,000	-	(1,509,000)
Public Works	595,153	390,235	-	-	-
RECOVERED COSTS	595,153	390,235	-	-	-

City Capital Improvement Fund

Revenue Detail - continued:

REVENUE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Street & Highway Maintenance	890,130	626,453	6,456,000	5,387,000	(1,069,000)
State Grants	58,884	118,305	-	-	-
STATE REVENUE	949,014	744,758	6,456,000	5,387,000	(1,069,000)
ISTEA Grant	30,651	11,501	-	-	-
Transportation Improvement	280,423	143,220	250,000	-	(250,000)
FEDERAL REVENUE	311,074	154,721	250,000	-	(250,000)
Insurance Recoveries	94,520	-	-	-	-
CDBG Loan Proceeds	-	1,000,000	-	-	-
Sale of Bonds	-	-	16,500,000	17,100,000	600,000
Transfers	412,705	1,223,541	2,140,000	400,000	(1,740,000)
NON-REVENUE RECEIPTS	507,225	2,223,541	18,640,000	17,500,000	(1,140,000)
TOTAL REVENUE CIP FUND	2,466,906	3,590,288	26,855,000	22,887,000	(3,968,000)

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Communication Equipment	155,571	-	-	-	-
Equipment	-	385,567	-	-	-
Fire Burn Building	16,470	282,212	-	-	-
PUBLIC SAFETY	172,041	667,779	-	-	-
Signage	-	17,908	100,000	-	(100,000)
N Cameron Street Drainage	24,516	127,318	1,377,000	3,000,000	1,623,000
Boscawen/Loudoun Street	13,146	9,424	-	-	-
Millwood Avenue Improvements	-	-	-	1,500,000	1,500,000
Hope Drive Improvements	545,391	977,642	5,900,000	500,000	(5,400,000)
Safe Routes to School	50,434	2,685	-	-	-
Tevis Extension	1,307,875	433,012	-	-	-
Sidewalks	-	431,223	500,000	-	(500,000)

City Capital Improvement Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Valley Avenue	313,817	163,264	2,100,000	3,410,000	1,310,000
Storm Drainage Improvements	-	-	200,000	-	(200,000)
Loudoun Street Improvements	90,809	83,835	-	-	-
Intersection Improvements	-	-	-	600,000	600,000
Safety Bollards	-	300,510	-	-	-
Traffic Signals	-	-	803,000	1,227,000	424,000
JJC Improvements	379,848	-	-	-	-
Timbrook HVAC Improvements	-	9,400	175,000	-	(175,000)
Creamery Building	1,659,000	365,399	2,000,000	-	(2,000,000)
Handley Library Improvements	-	41,432	-	400,000	400,000
City Hall Renovations	2,337,178	1,568,579	-	-	-
PUBLIC WORKS	6,722,014	4,531,631	13,155,000	10,637,000	(2,518,000)
Green Circle	58,111	56,042	300,000	-	(300,000)
Outdoor Pool Improvements	189,697	-	-	-	-
War Memorial Bldg. Improv	103,755	-	50,000	-	(50,000)
MSV Trails	-	-	2,800,000	-	(2,800,000)
Barnett Park Improvements	-	136,030	-	-	-
Playground Improvements	-	-	50,000	-	(50,000)
Facilities Construction	17,061	291,775	-	-	-
PARKS, REC, CULTURAL	368,624	483,847	3,200,000	-	(3,200,000)
Transfer to Schools	-	-	10,500,000	12,000,000	1,500,000
TRANSFERS	-	-	10,500,000	12,000,000	1,500,000
Bond Issuance Costs	-	23,720	-	250,000	250,000
DEBT	-	23,720	-	250,000	250,000
TOTAL EXPEND CIP FUND	7,262,679	5,706,977	26,855,000	22,887,000	(3,968,000)

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 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Administration	6.5	6.5	6.5	6.5	0
Source of Supply	11.5	11.5	11.5	11.5	0
Trans/Distribution	18.5	22.5	35.5	35.5	0
Mechanical/Electrical	4.0	4.0	4.0	4.0	0
Engineering	3.0	3.0	3.0	3.0	0
Total	43.5	47.5	60.5	60.5	0

Revenue Summary:

Revenue Sources	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Use of Money	13,810	68,768	16,000	40,000	24,000
Charges for Services	22,601,317	24,293,909	26,027,000	25,427,000	(600,000)
Miscellaneous Revenue	2,400	27,515	2,000	2,000	-
Recovered Costs	33,273	1,212,209	-	-	-
Federal Categorical Aid	269,348	270,721	270,000	-	(270,000)
Non-Revenue Receipts	42,040,653	15,738,278	1,625,000	-	(1,625,000)
TOTAL REVENUE	64,960,801	41,611,400	27,940,000	25,469,000	(2,471,000)

Utilities Fund

Revenue Detail:

REVENUE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Interest Earnings	13,810	68,768	16,000	40,000	24,000
Rental Rec Prop/Facility	-	-	-	-	-
USE OF MONEY	13,810	68,768	16,000	40,000	24,000
Sale of Water	13,301,632	13,993,181	14,300,000	14,000,000	(300,000)
Sale of Sewer	9,058,525	10,005,899	11,500,000	11,200,000	(300,000)
Reconnection Charges	23,600	21,640	25,000	25,000	-
Special Sewer	4,330	45,370	1,000	1,000	-
Penalties	212,666	225,938	200,000	200,000	-
TV Inspections	564	1,881	1,000	1,000	-
CHARGES FOR SERVICES	22,601,317	24,293,909	26,027,000	25,427,000	(600,000)
Bad Checks	1,775	450	2,000	2,000	-
Sale of Surplus Property	625	27,065	-	-	-
MISCELLANEOUS REVENUE	2,400	27,515	2,000	2,000	-
Miscellaneous	15,993	10,199	-	-	-
Capital Contribution	17,280	1,202,010	-	-	-
RECOVERED COSTS	33,273	1,212,209	-	-	-
ARRA - Stimulus	269,348	270,721	270,000	-	(270,000)
FEDERAL CATEGORICAL AID	269,348	270,721	270,000	-	(270,000)
Utilities CIP Fund	1,049,729	15,738,278	1,625,000	-	(1,625,000)
NON-REVENUE RECEIPTS	1,049,729	15,738,278	1,625,000	-	(1,625,000)
TOTAL UTILITIES	23,969,877	41,611,400	27,940,000	25,469,000	(2,471,000)

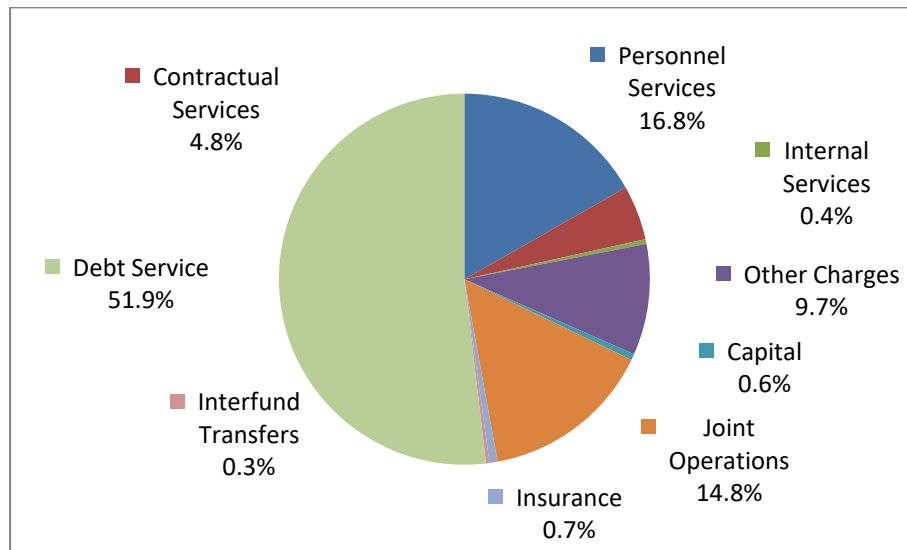
Utilities Fund

Expenditure Summary:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2021
			ORIGINAL	ADOPTED	BUDGET
Expenditure by Classification	ACTUAL	ACTUAL	BUDGET	BUDGET	Inc/(Dec)
Personnel Services	2,806,088	3,132,391	3,679,300	4,033,000	353,700
Contractual Services	1,131,219	1,128,787	1,301,900	1,145,700	(156,200)
Internal Services	114,397	130,515	100,500	100,500	-
Other Charges	2,087,979	2,010,459	2,475,900	2,323,800	(152,100)
Capital	5,314,675	5,364,668	1,645,000	130,000	(1,515,000)
Joint Operations	2,708,933	3,535,536	3,600,000	3,600,000	-
Insurance	137,595	133,411	160,000	168,000	8,000
Interfund Transfers	42,490,924	1,400,000	1,400,000	74,000	(1,326,000)
Debt Service	4,617,343	4,257,025	12,151,400	12,468,000	316,600
TOTAL EXPENDITURES	61,409,153	21,092,792	26,514,000	24,043,000	(2,471,000)

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2021
			ORIGINAL	ADOPTED	BUDGET
Expenditure by Division	ACTUAL	ACTUAL	BUDGET	BUDGET	Inc/(Dec)
Administration	667,220	825,749	807,600	759,900	(47,700)
Source of Supply	2,793,404	2,625,132	3,159,800	2,896,600	(263,200)
Transmission/Distribution	1,999,026	2,225,806	4,226,500	3,234,800	(991,700)
Mechanical & Electrical	425,414	454,535	686,400	571,200	(115,200)
Engineering	5,569,294	5,635,598	322,300	270,500	(51,800)
Joint Operations	2,708,933	3,535,536	3,600,000	3,600,000	-
Insurance	137,595	133,411	160,000	168,000	8,000
Other	-	-	1,426,000	-	(1,426,000)
Interfund Transfers	42,490,924	1,400,000	1,400,000	1,500,000	100,000
Debt Service	4,617,343	4,257,025	12,151,400	12,468,000	316,600
TOTAL EXPENDITURES	61,409,153	21,092,792	27,940,000	25,469,000	(2,471,000)

FY 2021 Expenditures by Classification



Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
ADMINISTRATION					
Regular	310,148	316,479	363,869	342,279	(21,590)
Overtime	16,351	11,297	10,000	10,000	-
FICA	24,158	24,005	25,973	23,335	(2,638)
VRS-Employer	28,308	28,005	31,965	30,754	(1,211)
Retirees	45,825	49,886	33,840	35,717	1,877
Insurance-Employer	3,870	4,222	4,658	4,484	(174)
VA Local Disability Plan	313	1,048	1,336	1,052	(284)
Worker's Comp	478	415	442	391	(51)
Benefits Admin Fee	173	196	223	223	-
Employee Benefits	31,663	43,973	51,967	62,854	10,887
VRS Health Insurance Credit	383	378	427	411	(16)
PERSONNEL	461,670	479,904	524,700	511,500	(13,200)
Engineering & Architect	450	16,306	25,000	15,000	(10,000)
Other Professional Services	1,241	338	-	-	-
Training/Education	10,448	8,285	7,000	5,000	(2,000)
Employment Agencies	-	35,286	-	-	-
Repairs & Maintenance	100	-	-	-	-
Vehicle Repair & Maintenance	51	30	1,000	500	(500)

Utilities Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
ADMINISTRATION - continued					
Computer Services	14,784	17,211	16,000	16,000	-
Printing & Binding	3,455	4,877	3,500	3,000	(500)
Local Media	-	1,785	-	-	-
Contracted Parking	7,800	7,810	12,000	12,000	-
Billing Services	54,666	53,354	55,000	55,000	-
Food Services	-	-	1,000	-	(1,000)
CONTRACTUAL SERV	92,995	145,282	120,500	106,500	(14,000)
Copier Charges	2,318	4,236	-	-	-
INTERNAL SERVICES	2,318	4,236	-	-	-
Postal Services	6,730	15,164	8,000	8,000	-
Telecommunications	1,125	607	3,000	800	(2,200)
Land	4,000	4,000	5,000	5,000	-
Mileage & Transportation	335	-	1,500	1,000	(500)
Travel & Training	3,558	3,896	5,000	3,200	(1,800)
State Health Dept. Utility Fee	33,810	33,810	34,000	34,000	-
Banking Fees	339	-	200	-	(200)
Dues & Memberships	6,301	6,140	7,000	7,000	-
Miscellaneous Charges & Fees	42,099	55,768	70,000	65,000	(5,000)
Office Supplies	4,322	56,486	9,000	7,000	(2,000)
Food & Food Service	127	434	-	300	300
Vehicle & Equipment Fuels	26	-	200	100	(100)
Books & Subscriptions	125	-	500	500	-
Other Operating Supplies	7,340	7,958	9,000	8,000	(1,000)
Computer Equipment	-	12,064	10,000	2,000	(8,000)
OTHER CHARGES	110,237	196,327	162,400	141,900	(20,500)
TOTAL ADMINISTRATION	667,220	825,749	807,600	759,900	(47,700)
SOURCE OF SUPPLY					
Regular	452,351	473,527	523,169	508,541	(14,628)
Overtime	64,953	86,328	79,000	79,000	-
Part-time Non-Classified	19,885	19,995	30,000	30,000	-
FICA	40,717	44,265	48,897	47,296	(1,601)
VRS-Employer	43,131	41,888	47,139	45,270	(1,869)
Retirees	17,100	18,288	21,420	22,716	1,296

Utilities Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
<i>SOURCE OF SUPPLY – cont.</i>					
Insurance-Employer	6,112	6,105	6,869	6,597	(272)
VA Local Disability Plan	674	1,305	1,462	1,559	97
State Unemployment Tax	2,552	-	-	-	-
Worker's Compensation	7,808	7,990	8,365	6,892	(1,473)
Benefits Admin Fee	375	363	414	414	-
Employee Benefits	53,155	53,543	61,426	86,014	24,588
VRS Health Insurance Credit	584	559	639	601	(38)
PERSONNEL	709,397	754,156	828,800	834,900	6,100
Engineering & Architect	17,687	14,674	-	-	-
Onsite Training	-	-	4,200	-	(4,200)
Employment Agencies	66,957	47,858	-	-	-
Repairs & Maintenance	287,282	227,386	330,000	230,000	(100,000)
Landscaping	-	-	5,000	1,000	(4,000)
Vehicle Repair & Maintenance	1,811	1,899	3,000	2,000	(1,000)
Mowing & Trimming	8,050	6,647	10,000	8,000	(2,000)
Computer Equipment	19,184	15,268	5,000	5,000	-
Printing & Binding	219	574	500	500	-
Local Media	229	615	-	-	-
Laundry & Dry Cleaning	4,248	902	5,000	5,000	-
Purchased Service Other	10	-	-	-	-
Refuse Service	92,301	75,042	80,000	80,000	-
Lab Services	17,295	12,762	36,000	15,000	(21,000)
CONTRACTUAL SERV	515,273	403,627	478,700	346,500	(132,200)
Fleet Fuel	44,258	54,234	40,000	40,000	-
Fleet Parts	17,989	22,637	20,000	20,000	-
Fleet Labor	49,832	47,417	40,000	40,000	-
INTERNAL SERVICES	112,079	124,288	100,000	100,000	-
Electrical Services	564,842	552,002	672,000	672,000	-
Heating Services	211	-	-	-	-
Postal Services	198	1,898	1,700	1,700	-
Telecommunications	20,299	9,951	21,000	28,400	7,400
Equipment Rental	5,016	4,907	5,000	5,000	-
Office Equipment	2,405	2,147	2,800	2,800	-
Mileage & Transportation	-	-	1,000	-	(1,000)

Utilities Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
<i>SOURCE OF SUPPLY - continued</i>					
Travel & Training	9,860	9,624	11,000	11,000	-
Dues & Memberships	411	2,531	2,100	2,100	-
Local Real Estate Taxes	65,366	48,322	72,000	50,000	(22,000)
Miscellaneous Charges & Fees	50	1,089	500	1,000	500
Office Supplies	1,353	1,460	1,500	1,500	-
Food & Food Service	140	-	200	200	-
Medical & Laboratory	39,712	72,825	45,000	45,000	-
Laundry & Janitorial	9,522	11,823	10,000	10,000	-
Repair & Maintenance	167,614	146,126	162,000	162,000	-
Vehicle & Equipment Fuels	6,206	16,025	15,000	15,000	-
Vehicle & Equipment	1,937	3,135	2,000	2,000	-
Uniforms & Apparel	6,138	5,104	5,000	5,000	-
Books & Subscriptions	-	165	500	500	-
Other Operating Supplies	4,803	4,176	7,000	5,000	(2,000)
Chemicals	549,353	430,482	518,000	450,000	(68,000)
Computer Equipment	1,219	19,269	15,000	15,000	-
OTHER CHARGES	1,456,655	1,343,061	1,570,300	1,485,200	(85,100)
Machinery & Equipment	-	-	150,000	130,000	(20,000)
Motor Vehicle & Equipment	-	-	32,000	-	(32,000)
CAPITAL	-	-	182,000	130,000	(52,000)
TOTAL SOURCE OF SUPPLY	2,793,404	2,625,132	3,159,800	2,896,600	(263,200)
<i>TRANSMISSION/ DISTRIBUTION</i>					
Regular	733,459	875,152	1,177,658	1,405,750	228,092
Overtime	129,089	151,771	145,000	145,000	-
FICA	63,297	75,759	100,173	118,427	18,254
VRS-Employer	68,581	79,167	105,871	126,392	20,521
Retirees	1,425	-	-	-	-
Insurance-Employer	9,372	11,537	15,428	18,430	3,002
VA Local Disability Plan	690	1,818	3,912	3,685	(227)
Worker's Compensation	22,356	30,099	35,081	46,360	11,279
Benefits Admin Fee	632	754	1,067	1,247	180
Employee Benefits	136,272	165,278	222,696	287,621	64,925
VRS Health Insurance Credit	928	1,057	1,414	1,688	274
PERSONNEL	1,166,101	1,392,392	1,808,300	2,154,600	346,300

Utilities Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
TRANSMISSION/ DISTRIBUTION - continued					
Health Care Services	-	87	-	-	-
Other Professional Services	16,507	-	-	-	-
Onsite Training	3,695	2,310	7,000	7,000	-
Repair & Maintenance	375,096	431,144	465,000	486,000	21,000
Vehicle Repairs & Maintenance	23,326	20,600	52,000	40,000	(12,000)
Mowing & Trimming	23,360	15,793	27,400	27,400	-
Computer Services	5,502	-	5,000	5,000	-
Printing & Binding	784	3,284	1,200	1,200	-
Advertising	515	-	300	300	-
Sanitary Landfill Usage	1,531	-	5,000	5,000	-
Refuse Service	1,204	1,515	1,200	1,200	-
Miss Utility Service	4,403	6,130	5,000	5,000	-
CONTRACTUAL SERV	455,923	480,863	569,100	578,100	9,000
Electrical Services	12,360	8,134	15,000	9,000	(6,000)
Heating Services	1,191	2,620	2,500	2,500	-
Water & Sewer	1,764	2,193	2,200	2,200	-
Postal Services	804	2,215	800	800	-
Telecommunications	9,337	5,886	12,000	6,000	(6,000)
Property Insurance	18,154	19,853	20,000	20,000	-
Equipment Rental	2,027	1,474	12,500	7,500	(5,000)
Office Equipment	2,238	2,981	2,100	2,100	-
Lease/Rent of Buildings	1,073	1,579	1,500	1,500	-
Mileage & Transportation	-	-	1,000	1,000	-
Travel & Training	1,018	5,027	12,000	10,000	(2,000)
Dues & Memberships	-	106	500	500	-
Miscellaneous Charges & Fees	145	702	7,500	1,500	(6,000)
Office Supplies	5,430	4,617	3,000	5,000	2,000
Food & Food Service	412	1,123	500	500	-
Landscaping/Agricultural	-	207	-	-	-
Medical & Laboratory	291	941	500	500	-
Laundry & Janitorial Services	3,232	4,589	5,000	5,000	-
Repair & Maintenance	245,414	214,737	340,000	340,000	-
Vehicle & Equipment Fuels	301	572	2,000	2,000	-
Vehicle & Equipment	10,747	10,821	18,000	17,000	(1,000)
Uniforms & Apparel	12,915	20,362	18,000	18,000	-
Books & Subscriptions	230	151	300	300	-

Utilities Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
TRANSMISSION/ DISTRIBUTION - continued					
Other Operating Supplies	2,324	4,082	3,500	3,500	-
Streets & Sidewalks	34,270	35,016	65,000	40,000	(25,000)
Chemicals	3,494	1,951	1,700	1,700	-
Computer Equipment	7,831	612	4,000	4,000	-
OTHER CHARGES	377,002	352,551	551,100	502,100	(49,000)
Machinery & Equipment	-	-	708,000	-	(708,000)
Motor Vehicle & Equipment	-	-	590,000	-	(590,000)
CAPITAL	-	-	(1,298,000)	-	(1,298,000)
TOTAL TRANSMISSION/DISTRIBUTION	1,999,026	2,225,806	4,226,500	3,234,800	(991,700)
MECHANICAL & ELECTRICAL					
Regular	162,997	153,698	172,744	183,550	10,806
Overtime	26,853	45,795	40,000	40,000	-
FICA	13,778	14,794	16,000	16,587	587
VRS-Employer	14,302	13,198	15,529	16,497	968
Insurance-Employer	1,955	1,921	2,263	2,404	141
VA Local Disability Plan	638	742	965	705	(260)
Worker's Compensation	1,970	1,997	1,906	1,650	(256)
Benefits Admin Fee	125	118	144	144	-
Employee Benefits	39,227	35,637	30,442	41,343	10,901
VRS Health Insurance Credit	192	177	207	220	13
PERSONNEL	262,037	268,077	280,200	303,100	22,900
Onsite Training	250	-	-	-	-
Repairs & Maintenance	20,032	71,412	77,000	69,000	(8,000)
Vehicle & Equipment	1,083	3,106	7,000	7,000	-
Mowing & Trimming	7,283	6,460	8,500	8,500	-
Advertising	-	-	1,000	-	(1,000)
CONTRACTUAL SERV	28,648	80,978	93,500	84,500	(9,000)
Electrical Services	65,031	71,377	92,400	80,000	(12,400)
Heating Services	311	80	-	-	-
Telecommunications	2,212	-	-	24,300	24,300
Equipment Lease	-	-	2,000	2,000	-
Travel & Training	2,286	4,115	17,000	12,000	(5,000)

Utilities Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
<i>MECHANICAL & ELECT - continued</i>					
Office Supplies	-	-	500	500	-
Medical & Laboratory	-	927	-	-	-
Laundry & Janitorial	-	-	1,000	1,000	-
Repair & Maintenance	63,563	24,297	52,000	52,000	-
Vehicle & Equip Fuels	812	2,565	3,800	2,800	(1,000)
Vehicle Repair & Maintenance	85	645	500	500	-
Uniforms & Apparel	336	1,469	2,000	5,000	3,000
Books & Subscription	-	-	1,000	1,000	-
Other Operating Supplies	93	5	500	500	-
Computer Equipment	-	-	5,000	2,000	(3,000)
OTHER CHARGES	134,729	105,480	177,700	183,600	5,900
Motor Vehicle & Equipment	-	-	135,000	-	(135,000)
CAPITAL	-	-	135,000	-	(135,000)
TOTAL MECHANICAL & ELEC	425,414	454,535	686,400	571,200	(115,200)
<i>ENGINEERING</i>					
Regular	152,349	173,722	174,346	178,194	3,848
Overtime	188	126	1,000	1,000	-
Non-Classified Part-time	-	2,194	-	-	-
FICA	10,744	12,456	12,415	13,531	1,116
VRS-Employer	14,485	15,687	15,673	16,020	347
Insurance-Employer	1,980	2,286	2,284	2,334	50
VA Local Disability Plan	432	656	656	488	(168)
Worker's Compensation	760	752	805	2,081	1,276
Benefits Admin Fee	99	108	108	108	-
Employee Benefits	25,650	29,666	29,804	14,930	(14,874)
VRS Health Insurance Credit	196	209	209	214	5
PERSONNEL	206,883	237,862	237,300	228,900	(8,400)
Engineering & Architect	25,000	9,533	25,000	25,000	-
Onsite Training	1,500	-	1,500	-	(1,500)
Repairs & Maintenance	-	856	-	-	-
Vehicle Repairs & Maintenance	73	-	500	500	-
Computer Services	11,801	7,115	12,500	4,000	(8,500)
Printing & Binding	6	44	100	100	-
Lab Services	-	489	500	500	-
CONTRACTUAL SERV	38,380	18,037	40,100	30,100	(10,000)

Utilities Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
ENGINEERING - continued					
Copier Charges	-	1,991	500	500	-
INTERNAL SERVICES	-	1,991	500	500	-
Postal Services	-	71	200	200	-
Telecommunications	1,014	-	-	-	-
Mileage & Transportation	-	-	500	200	(300)
Travel & Training	4,725	3,498	7,000	5,000	(2,000)
Dues & Memberships	398	396	600	500	(100)
Court Filing Fees	88	1,410	500	500	-
Office Supplies	120	176	500	500	-
Food & Food Service	669	406	1,000	1,000	-
Vehicle & Equipment Fuels	120	43	200	200	-
Vehicle & Equipment Supplies	22	-	100	100	-
Uniforms & Apparel	399	156	1,500	500	(1,000)
Books & Subscriptions	50	50	300	300	-
Other Operating Supplies	1,751	3,161	2,000	2,000	-
Computer Equipment	-	3,673	-	-	-
OTHER CHARGES	9,356	13,040	14,400	11,000	(3,400)
Motor Vehicle & Equipment	-	-	30,000	-	(30,000)
Depreciation Expense	5,314,675	5,364,668	-	-	-
CAPITAL	5,314,675	5,364,668	30,000	-	(30,000)
TOTAL ENGINEERING	5,569,294	5,635,598	322,300	270,500	(51,800)
OTHER					
Fund Balance - Reserves	-	-	1,426,000	-	(1,426,000)
OTHER CHARGES	-	-	1,426,000	-	(1,426,000)
TOTAL OTHER	-	-	1,426,000	-	(1,426,000)
JOINT OPERATIONS					
FWSA Service Charge	2,708,933	3,535,536	3,600,000	3,600,000	-
OTHER CHARGES	2,708,933	3,535,536	3,600,000	3,600,000	-
TOTAL JOINT OPERATIONS	2,708,933	3,535,536	3,600,000	3,600,000	-

Utilities Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
INSURANCE					
Property Insurance	45,436	54,142	65,000	65,000	-
Motor Vehicle Insurance	18,746	23,523	20,000	28,000	8,000
General Liability	73,413	55,746	75,000	75,000	-
OTHER CHARGES	137,595	133,411	160,000	168,000	8,000
TOTAL INSURANCE	137,595	133,411	160,000	168,000	8,000
INTERFUND					
General Fund	1,500,000	1,400,000	1,400,000	1,500,000	100,000
Capital Improvement Fund	40,990,924	-	-	-	-
TRANSFERS	42,490,924	1,400,000	1,400,000	1,500,000	100,000
TOTAL INTERFUND	42,490,924	1,400,000	1,400,000	1,500,000	100,000
DEBT					
Principal - Bonds	-	-	5,092,000	5,862,000	770,000
Interest - Bonds	2,884,140	2,876,248	4,251,200	3,908,000	(343,200)
Bond Issuance Costs	371,535	-	-	-	-
FWSA Debt	1,361,668	1,380,777	2,808,200	2,698,000	(110,200)
DEBT SERVICE	4,617,343	4,257,025	12,151,400	12,468,000	316,600
TOTAL UTILITIES FUND	61,409,153	21,092,792	27,940,000	25,469,000	(2,471,000)

Utilities Capital Improvement Fund

Revenue Detail:

REVENUE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Interest Earnings	91,757	888,616	-	-	-
CHARGES FOR SERVICE	91,757	888,616	-	-	-
Availability Fee -Water	212,455	95,200	-	-	-
Availability Fee - Sewer	307,038	124,800	-	-	-
CHARGES FOR SERVICE	519,493	220,000	-	-	-
Recovered Costs	-	6,388	-	-	-
RECOVERED COSTS	-	6,388	-	-	-
Sale of Bonds	40,990,924	-	-	37,300,000	37,300,000
Fund Balance	-	-	34,275,000	-	(34,275,000)
NON-REVENUE RECEIPTS	40,990,924	-	34,275,000	37,300,000	3,025,000
TOTAL REV CAP IMPROV	41,602,174	1,115,004	34,275,000	37,300,000	3,025,000

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
CAPITAL PROJECTS					
Infrastructure Improvement	-	-	23,650,000	27,200,000	3,550,000
Water Meter Replacement	-	-	7,000,000	7,000,000	-
Sanitary Sewer Improvements	-	-	2,000,000	3,100,000	1,100,000
CAPITAL	-	-	32,650,000	37,300,000	4,650,000
INTERFUND					
Utilities Operating	1,049,729	15,738,741	1,625,000	-	(1,625,000)
TRANSFERS	1,049,729	15,738,741	1,625,000	-	(1,625,000)
DEBT					
Bonds - Interest	-	1,525,894	-	-	-
Bond Issuance Costs	45,500	50	-	-	-
TRANSFERS	45,500	1,525,944	-	-	-
TOTAL CAPITAL IMPROV FUND	1,095,229	17,264,685	34,275,000	37,300,000	3,025,000

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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Revenue by Classification					
Use of Money	4,361	8,995	10,000	8,000	(2,000)
Recovered Costs	477,771	463,117	475,000	500,000	25,000
Non-Revenue Receipts	-	-	373,000	350,000	(23,000)
TOTAL REVENUE	482,132	472,112	858,000	858,000	-
Expenditure by Classification					
Personnel Services	269,172	265,047	210,000	272,100	62,100
Contractual Services	463,856	471,319	495,000	585,900	90,900
Other Charges	13,609	23,686	35,000	-	(35,000)
Transfers	-	124,000	118,000	-	(118,000)
TOTAL EXPENDITURES	746,637	884,052	858,000	858,000	-

Revenue Detail:

REVENUE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Interest Earnings	4,361	8,995	10,000	8,000	(2,000)
USE OF MONEY	4,361	8,995	10,000	8,000	(2,000)
Miscellaneous Revenue	57,712	22,581	-	-	-
Worker's Compensation	420,059	440,536	475,000	500,000	25,000
RECOVERED COSTS	477,771	463,117	475,000	500,000	25,000
Fund Balance	-	-	373,000	350,000	(23,000)
NON-REVENUE RECEIPTS	-	-	373,000	350,000	(23,000)
TOTAL EMPLOYEE BENEFITS	482,132	472,112	858,000	858,000	-

Employee Benefits Fund

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Retirees	269,172	265,047	210,000	272,100	62,100
PERSONNEL	269,172	265,047	210,000	272,100	62,100
Health Insurance Charges	15,128	14,906	20,000	10,900	(9,100)
Other Professional Services	54,354	2,163	-	-	-
Worker's Compensation	394,374	444,999	475,000	575,000	100,000
Food & Food Service	-	9,251	-	-	-
CONTRACTUAL SERVICES	463,856	471,319	495,000	585,900	90,900
Training & Education	13,448	9,130	15,000	-	(15,000)
Banking Fees	161	-	-	-	-
Awards, Plaques & Other	-	14,556	20,000	-	(20,000)
OTHER CHARGES	13,609	23,686	35,000	-	(35,000)
General Fund	-	124,000	118,000	-	(118,000)
TRANSFERS	-	124,000	118,000	-	(118,000)
TOTAL EMPLOYEE BENEFITS	746,637	884,052	858,000	858,000	-

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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Revenue by Classification					
Use of Money	324	1,370	-	-	-
Recovered Costs	1,688,751	1,850,487	1,665,000	1,868,300	203,300
Non-Revenue Receipts	-	-	-	24,700	24,700
TOTAL REVENUE	1,689,075	1,851,857	1,665,000	1,893,000	228,000
Expenditure by Classification					
Personnel Services	383,419	493,213	586,700	590,600	3,900
Contractual Services	482,145	321,596	326,800	340,200	13,400
Internal Services	6,915	6,483	35,000	33,000	(2,000)
Other Charges	815,796	942,244	716,500	874,200	157,700
Capital	-	-	-	55,000	55,000
Depreciation	5,111	10,156	-	-	-
TOTAL EXPENDITURES	1,693,386	1,773,692	1,665,000	1,893,000	228,000

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Equipment Fund	6.0	9.0	9.0	9.0	0
Total	6.0	9.0	9.0	9.0	0

Equipment Maintenance Fund

Revenue Detail:

REVENUE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Interest Earnings	324	1,370	-	-	-
USE OF MONEY	324	1,370	-	-	-
Sales of Surplus Property	1,646	-	-	-	-
MISCELLANEOUS REVENUE	1,646	-	-	-	-
External Recoveries	203	1,022	-	-	-
Fuel	499,114	552,227	407,000	550,000	143,000
Labor	861,915	857,471	895,000	898,300	3,300
Parts	327,519	439,767	363,000	420,000	57,000
RECOVERED COSTS	1,688,751	1,850,487	1,665,000	1,868,300	203,300
Reserves	-	-	-	24,700	24,700
NON-REVENUE RECEIPTS	-	-	-	24,700	24,700
TOTAL EQUIPMENT FUND	1,690,721	1,851,857	1,665,000	1,893,000	228,000

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	258,739	316,640	388,764	387,608	(1,156)
Overtime	21,271	39,638	20,000	20,000	-
FICA	20,570	26,236	32,010	29,824	(2,186)
VRS-Employer	22,446	27,369	34,950	34,846	(104)
Retirees	6,506	7,142	4,000	5,212	1,212
Insurance-Employer	3,065	3,988	5,092	5,078	(14)
VA Local Disability Plan	1,078	1,793	2,356	1,711	(645)
State Unemployment Tax	-	1,423	-	-	-
Worker's Compensation	3,869	4,791	5,683	5,219	(464)
Benefits Admin Fee	207	268	331	331	-
Employee Benefits	45,363	63,558	93,047	100,295	7,248
VRS Health Insurance Credit	305	367	467	476	9
PERSONNEL	383,419	493,213	586,700	590,600	3,900

Equipment Maintenance Fund

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Onsite Training	277	-	-	-	-
Repairs & Maintenance	22,494	8,908	17,000	15,000	(2,000)
Vehicle Repair & Maintenance	450,033	303,985	300,000	308,000	8,000
Computer Services	-	-	1,000	7,000	6,000
Printing & Binding	60	90	100	100	-
Local Media	107	-	-	-	-
Laundry & Dry Cleaning	8,210	7,652	7,500	9,000	1,500
Refuse	964	961	1,200	1,100	(100)
CONTRACTUAL SERV	482,145	321,596	326,800	340,200	13,400
Fleet Fuel	1,753	1,815	3,000	3,000	-
Fleet Parts	2,571	1,094	3,000	3,000	-
Fleet Labor	2,591	3,574	8,000	6,000	(2,000)
Billing Clearing Account	-	-	21,000	21,000	-
INTERNAL SERVICES	6,915	6,483	35,000	33,000	(2,000)
Electrical Services	10,107	11,658	12,000	14,000	2,000
Heating Services	5,822	6,411	7,000	7,000	-
Water & Sewer	3,365	3,570	5,000	4,000	(1,000)
Postal Services	19	-	200	-	(200)
Telecommunications	3,225	3,246	3,750	3,500	(250)
Property Insurance	885	934	1,200	1,200	-
Motor Vehicle Insurance	354	498	500	1,700	1,200
General Liability Insurance	3,360	1,948	3,000	2,100	(900)
Lease of Equipment	453	697	-	-	-
Mileage	-	1,865	500	500	-
Travel & Training	1,758	2,875	2,000	1,500	(500)
Banking Fees	9	-	50	-	(50)
Miscellaneous Charges & Fees	5	42	-	-	-
Office Supplies	1,838	1,199	1,800	1,800	-
Food & Food Service	301	231	200	200	-
Medical & Laboratory	248	291	300	300	-
Laundry & Janitorial Services	1,644	1,997	1,500	1,500	-
Building Repair & Maintenance	3,163	1,258	1,500	1,500	-
Vehicle & Equipment Fuels	468,091	502,546	370,000	500,000	130,000
Vehicle & Equipment Parts	306,003	393,963	295,000	325,000	30,000
Uniforms & Apparel	2,117	3,172	3,000	3,000	-
Other Operating Supplies	3,029	3,302	6,000	4,000	(2,000)

Equipment Maintenance Fund

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Computer Supplies	-	541	2,000	1,400	(600)
OTHER CHARGES	815,796	942,244	716,500	874,200	157,700
Machinery & Equipment	-	-	-	55,000	55,000
Depreciation Expense	5,111	10,156	-	-	-
CAPITAL	5,111	10,156	-	55,000	55,000
TOTAL EQUIPMENT FUND	1,693,386	1,773,692	1,665,000	1,893,000	228,000

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:

REVENUE	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Interest Earnings	7,842	41,061	-	-	-
USE OF MONEY	7,842	41,061	-	-	-
Debt Service	1,230,425	1,217,739	997,000	1,215,000	218,000
CHARGES FOR SERVICES	1,230,425	1,217,739	997,000	1,215,000	218,000
TOTAL REVENUE	1,238,267	1,258,800	997,000	1,215,000	218,000

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Facilities Construction	102	-	-	-	-
Principal	745,700	765,000	765,000	790,000	25,000
Interest	484,725	463,074	232,000	425,000	193,000
DEBT SERVICES	1,230,527	1,228,074	997,000	1,215,000	218,000
TOTAL EXPENDITURES	1,230,527	1,228,074	997,000	1,215,000	218,000

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 ACTUAL	FY 2018 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Revenue by Classification					
Charges for Services	5,672,448	6,574,956	6,347,000	6,341,000	(6,000)
TOTAL REVENUE	5,672,448	6,574,956	6,347,000	6,341,000	(6,000)
Expenditure by Classification					
Personnel Services	1,547,343	1,670,343	2,046,500	2,056,300	9,800
Contractual Services	1,214,223	1,437,137	1,384,500	1,705,000	320,500
Internal Services	38,533	53,444	32,500	32,500	-
Other Charges	2,679,402	2,747,443	2,472,500	2,422,200	(50,300)
Capital	192,952	668,073	411,000	125,000	(286,000)
TOTAL EXPENDITURES	5,672,453	6,576,440	6,347,000	6,341,000	(6,000)

Frederick-Winchester Service Authority Fund

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Equipment Fund	27.5	27.5	28.5	28.5	0
Authority Staff	2.0	2.0	2.0	2.0	0
Total	29.5	29.5	30.5	30.5	0

Revenue Detail:

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
REVENUE					
Charges for Services	5,672,448	6,574,956	6,347,000	6,341,000	(6,000)
Recovered Costs	-	1,482	-	-	-
TOTAL FWSA FUND	5,672,448	6,576,438	6,347,000	6,341,000	(6,000)

Expenditure Detail:

	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
EXPENDITURES					
Regular	986,703	1,072,144	1,275,387	1,262,835	(12,552)
Overtime	121,655	111,493	100,000	100,000	-
Part-Time	-	-	40,800	40,800	-
FICA	81,594	87,490	105,707	104,701	(1,006)
VRS-Employer	92,196	92,673	114,589	113,416	(1,173)
Retiree Health Insurance	-	-	-	15,636	15,636
Insurance-Employer	12,596	13,507	16,698	16,527	(171)
VA Local Disability Plan	1,530	2,227	3,429	3,335	(94)
Worker's Compensation	10,051	10,244	13,156	12,830	(326)
Benefits Admin Fee	815	838	1,033	1,033	-
Employee Benefits	151,041	172,484	243,871	255,443	11,572
VRS Health Insurance Credit	1,248	1,236	1,530	1,544	14
PERSONNEL	1,459,429	1,564,336	1,916,200	1,928,100	11,900
Health Care Services	-	2,989	3,000	3,000	-
Engineering & Architect	-	-	65,000	65,000	-
Other Professional Services	126,040	125,019	25,000	-	(25,000)

Frederick-Winchester Service Authority Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Employment Agencies	90,645	83,906	10,000	10,000	-
Repairs & Maintenance	340,733	247,094	398,000	648,000	250,000
Landscaping	6,523	11,844	7,500	13,500	6,000
Vehicle Repair & Maintenance	37,915	20,564	20,000	20,000	-
Mowing & Trimming	31,158	36,368	32,000	32,000	-
Computer Services	40,532	45,091	36,000	36,000	-
Printing & Binding	1,836	1,464	3,000	2,000	(1,000)
Advertising	772	-	1,000	500	(500)
Laundry & Dry Cleaning	2,378	623	3,000	1,000	(2,000)
Sanitary Landfill Usage	483,225	802,090	695,000	800,000	105,000
Refuse Service	17,317	23,840	20,000	24,000	4,000
Lab Services	32,261	36,245	53,000	40,000	(13,000)
CONTRACTUAL SERV	1,214,223	1,437,137	1,384,500	1,705,000	320,500
Fleet Fuel	23,888	23,707	15,000	15,000	-
Fleet Parts	4,568	6,570	7,500	7,500	-
Fleet Labor	10,077	23,167	10,000	10,000	-
INTERNAL SERVICES	38,533	53,444	32,500	32,500	-
Electrical Services	647,284	493,396	470,000	440,000	(30,000)
Heating Services	40,430	23,664	35,000	31,500	(3,500)
Postal Services	1,549	2,913	3,000	3,000	-
Telecommunications	34,341	31,200	22,000	31,000	9,000
Motor Vehicle Insurance	2,578	8,737	5,000	6,000	1,000
General Liability Insurance	11,816	6,648	15,000	12,000	(3,000)
Equipment Rental	415	4,529	6,000	5,400	(600)
Office Equipment Rental	2,662	2,278	2,500	2,500	-
Mileage	455	908	2,000	1,800	(200)
Travel & Training	5,110	9,899	13,000	11,000	(2,000)
Dues & Memberships	8,097	11,697	8,000	7,000	(1,000)
Misc. Charges & Fees	3,406	6,062	-	-	-
Office Supplies	2,976	4,907	2,500	2,500	-
Food & Food Service	4,028	4,969	4,500	5,000	500
Landscaping Supplies	-	-	2,000	2,000	-
Medical & Laboratory Supplies	45,364	44,127	57,500	51,000	(6,500)
Laundry & Janitorial Services	11,326	11,204	15,000	13,500	(1,500)
Building Repair & Maintenance	436,996	455,759	450,000	450,000	-
Vehicle & Equipment Fuels	11,373	10,114	18,500	6,000	(12,500)

Frederick-Winchester Service Authority Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Vehicle & Equipment	7,647	3,301	6,500	5,500	(1,000)
Uniforms & Apparel	12,636	12,278	9,500	9,500	-
Books & Subscriptions	683	214	1,500	1,500	-
Other Operating Supplies	5,729	7,941	3,000	4,500	1,500
Chemicals	1,360,422	1,576,205	1,300,000	1,300,000	-
Computer Supplies	22,079	14,493	20,000	20,000	-
Awards, Plaques & Other	-	-	500	-	(500)
OTHER CHARGES	2,679,402	2,747,443	2,472,500	2,422,200	(50,300)
Machinery & Equipment	162,805	488,807	-	-	-
Motor Vehicle & Equipment	30,147	179,266	106,000	-	(106,000)
Facilities Renovation	-	-	235,000	-	(235,000)
Computer Equipment	-	-	70,000	125,000	55,000
CAPITAL	192,952	668,073	411,000	125,000	(286,000)
TOTAL FWSA ADMIN	5,584,539	6,470,433	6,216,700	6,212,800	(3,900)
Regular	44,695	56,710	56,603	53,954	(2,649)
Part-time	27,025	31,365	52,400	53,040	640
FICA	5,511	6,705	8,151	8,237	86
VRS-Employer	4,247	4,534	5,088	4,940	(148)
Insurance-Employer	580	661	742	720	(22)
Worker's Compensation	54	55	72	65	(7)
Benefits Admin Fee	36	33	36	36	-
Employee Benefits	5,708	5,883	7,140	7,140	-
VRS Health Insurance Credit	58	61	68	68	-
PERSONNEL	87,914	106,007	130,300	128,200	(2,100)
TOTAL FWSA AUTHORITY	87,914	106,007	130,300	128,200	(2,100)
TOTAL EXPENDITURES FWSA	5,672,453	6,576,440	6,347,000	6,341,000	(6,000)

Northwestern Regional Juvenile Detention Center

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

Goals and Objectives:

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

Trends:

Admissions	FY 2017	FY 2018	FY 2019	FY 2020 Estimated	FY 2021 Projected
Clarke County	0	4	6	2	4
Frederick County	45	70	45	35	45
Page County	24	48	29	20	25
Shenandoah County	59	88	92	65	85
Warren County	41	26	23	30	35
Winchester City	53	74	51	40	45
Other Jurisdictions	1	8	4	2	5
Total Admissions	223	318	250	194	244

Child Care Days (Utilization)	FY 2017	FY 2018	FY 2019	FY 2020 Estimated	FY 2021 Projected
Clarke County	0	37	181	31	60
Frederick County	677	1,196	1,344	750	1,200
Page County	295	630	453	361	400
Shenandoah County	1,260	1,493	1,284	1,254	1,400
Warren County	1,200	550	520	560	600
Winchester City	724	1,254	787	985	1,100
Other Jurisdictions	2	111	64	41	30
Total Admissions	4,519	5,161	4,633	3,982	4,790

FY2020 Estimates reflect COVID-19

Northwestern Regional Juvenile Detention Center

Staffing Summary:

Full-Time Employees	FY 2018	FY 2019	FY 2020	FY 2021	Inc/(Dec)
Juvenile Detention Staff	35.0	35.0	35.0	35.0	0
Total	35.0	35.0	35.0	35.0	0

Revenue and Expenditure Summary:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2021
Revenue by Classification	ACTUAL	ACTUAL	ORIGINAL BUDGET	ADOPTED BUDGET	BUDGET Inc/(Dec)
Use of Money	3,101	14,280	8,000	12,000	4,000
Charges for Services	1,938,924	1,991,707	1,956,690	2,224,098	267,408
Recovered Costs	73,718	63,044	55,000	55,000	-
State Revenue	819,141	817,983	807,902	807,902	-
Federal Revenue	24,494	20,384	18,000	20,000	2,000
Non-Revenue Receipts	-	-	229,408	-	(229,408)
TOTAL REVENUE	2,859,378	2,907,398	3,075,000	3,119,000	44,000

Expenditure by Classification

Personnel Services	2,388,205	2,560,447	2,648,569	2,731,710	83,141
Contractual Services	194,034	181,564	237,921	226,090	(11,831)
Internal Services	2,510	913	3,000	3,000	-
Other Charges	126,206	123,071	156,310	158,200	1,890
Capital	25,065	17,645	29,200	-	(29,200)
TOTAL EXPENDITURES	2,736,020	2,883,640	3,075,000	3,119,000	44,000

Northwestern Regional Juvenile Detention Center

Revenue Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Interest Earnings	3,101	14,280	8,000	12,000	4,000
USE OF MONEY	3,101	14,280	8,000	12,000	4,000
Clarke County	16,093	13,179	17,219	36,475	19,256
Frederick County	273,000	353,362	439,473	552,244	112,771
Page County	240,427	201,195	202,909	214,848	11,939
Shenandoah County	484,149	534,010	519,697	645,211	125,514
Warren County	418,614	382,242	344,769	322,716	(22,053)
Winchester	506,641	507,719	432,623	452,604	19,981
CHARGES FOR SERVICES	1,938,924	1,991,707	1,956,690	2,224,098	267,408
Miscellaneous Revenue	55,000	55,000	55,000	55,000	-
VML Grant	-	2,000	-	-	-
Child Care Days	18,718	6,044	-	-	-
RECOVERED COSTS	73,718	63,044	55,000	55,000	-
Block Grant	819,141	817,983	807,902	807,902	-
Juvenile Detention Ward Days	-	-	-	-	-
STATE REVENUE	819,141	817,983	807,902	807,902	-
USDA Food Services	24,494	20,384	18,000	20,000	2,000
Juvenile Block Grant	-	-	-	-	-
FEDERAL REVENUE	24,494	20,384	18,000	20,000	2,000
Fund Balance	-	-	229,408	-	(229,408)
NON-REVENUE RECEIPTS	-	-	229,408	-	(229,408)
TOTAL NRJDC FUND	2,859,378	2,907,398	3,075,000	3,119,000	44,000

Northwestern Regional Juvenile Detention Center

Expenditure Detail:

EXPENDITURES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	1,619,362	1,726,266	1,784,683	1,805,797	21,114
Overtime	151,977	167,149	121,023	121,023	-
Part-time Non-Classified	35,425	32,877	46,821	46,821	-
FICA	133,636	142,350	143,945	143,027	(918)
VRS-Employer	153,254	154,755	160,444	161,699	1,255
Retirees	-	-	-	30,230	30,230
Insurance-Employer	20,941	22,552	23,379	23,564	185
VA Local Disability Plan	1,257	2,455	2,621	1,968	(653)
Worker's Compensation	23,333	27,496	29,554	21,664	(7,890)
Benefits Admin Fee	1,215	1,254	1,260	1,260	-
Employee Benefits	245,731	281,227	332,697	372,455	39,758
VRS Health Insurance Credit	2,074	2,066	2,142	2,202	60
PERSONNEL	2,388,205	2,560,447	2,648,569	2,731,710	83,141
Health Care Services	4,880	-	5,000	5,000	-
Accounting and Auditing	4,800	5,700	5,000	5,000	-
Health Services - Residents	52,041	54,639	57,371	60,240	2,869
Legal Services	-	-	1,500	1,500	-
Other Professional Services	1,775	3,843	6,000	6,000	-
On-site Training	378	764	1,000	1,000	-
Repairs & Maintenance	8,724	14,945	20,000	20,000	-
Vehicle Repair & Maintenance	-	-	500	500	-
Computer Services	22,869	15,828	16,200	13,000	(3,200)
Printing & Binding	352	524	200	200	-
Local Media	-	-	150	150	-
Overpopulation Charges	-	-	10,000	9,000	(1,000)
Other Purchased Services	91,330	81,157	110,000	100,000	(10,000)
Refuse Service	6,885	4,164	5,000	4,500	(500)
CONTRACTUAL SERVICES	194,034	181,564	237,921	226,090	(11,831)
Fleet Fuel	325	266	1,000	1,000	-
Fleet Parts	705	200	1,000	1,000	-
Fleet Labor	1,480	447	1,000	1,000	-
INTERNAL SERVICES	2,510	913	3,000	3,000	-

Northwestern Regional Juvenile Detention Center

Expenditure Detail - continued:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2021
EXPENDITURES	ACTUAL	ACTUAL	ORIGINAL BUDGET	ADOPTED BUDGET	BUDGET Inc/(Dec)
Fleet Fuel	325	266	1,000	1,000	-
Fleet Parts	705	200	1,000	1,000	-
Fleet Labor	1,480	447	1,000	1,000	-
INTERNAL SERVICES	2,510	913	3,000	3,000	-
Electrical Services	25,015	25,766	30,000	30,000	-
Heating Services	6,982	8,235	7,500	7,500	-
Postal Services	554	473	1,000	800	(200)
Telecommunications	10,607	10,741	13,000	12,000	(1,000)
Boiler Insurance	539	543	600	700	100
Other Property Insurance	4,542	4,868	5,100	5,000	(100)
Motor Vehicle Insurance	851	903	950	1,450	500
Public Official Liability	790	1,484	800	900	100
General Liability Insurance	3,597	3,589	3,800	5,500	1,700
Fidelity & Crime/Surety	302	308	340	330	(10)
Office Equipment Rental	5,024	5,024	6,000	5,500	(500)
Mileage	1,403	2,305	2,000	2,500	500
Travel & Training	6,254	8,063	8,000	8,500	500
Banking Fees	131	-	150	150	-
Dues & Memberships	492	300	500	500	-
Background Checks	190	130	400	400	-
Office Supplies	3,467	4,433	4,500	4,500	-
Food & Food Service	6,355	5,608	7,000	7,500	500
Landscaping Supplies	-	145	300	300	-
Medical & Laboratory	1,498	1,595	6,500	6,500	-
Laundry & Janitorial	11,272	12,998	13,000	13,000	-
Linen Supplies	406	972	600	600	-
Building Repair & Maintenance	5,072	3,575	6,000	6,000	-
Vehicle & Equipment Fuels	174	137	300	300	-
Vehicle & Equipment	4	48	150	150	-
Police Supplies	-	-	250	250	-
Uniforms & Apparel	190	419	2,000	2,000	-
Books & Subscriptions	404	299	570	570	-
Other Operating Supplies	4,692	5,769	5,000	5,000	-
Computer Supplies	22,032	10,261	25,000	25,000	-

Northwestern Regional Juvenile Detention Center

Expenditure Detail - continued:

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2021
EXPENDITURES	ACTUAL	ACTUAL	ORIGINAL BUDGET	ADOPTED BUDGET	BUDGET Inc/(Dec)
Wear & Apparel - Detainees	3,367	3,662	4,000	4,000	-
Awards, Plaques & Other	-	418	1,000	800	(200)
OTHER CHARGES	126,206	123,071	156,310	158,200	1,890
Machinery & Equipment	25,065	-	29,200	-	(29,200)
Computer Equipment	-	17,645	-	-	-
CAPITAL	25,065	17,645	29,200	-	(29,200)
TOTAL EXPENDITURES NRJDC FUND	2,736,020	2,883,640	3,075,000	3,119,000	44,000

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 current members of the Board were appointed by the City's Common Council which has the ability to impose its will upon the Board. Future School Board members will be elected starting in 2021.

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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
REVENUE					
Use of money and property	72,059	162,801	55,000	55,000	-
Charges for services	359,209	362,446	202,400	202,400	-
Miscellaneous	295,619	192,401	285,000	285,000	-
Recovered Costs	-	1,997	-	-	-
State	23,680,290	25,508,838	27,157,627	28,881,020	1,723,393
Federal Revenue	-	200	-	-	-
City Appropriation	29,225,403	29,063,623	31,209,238	31,409,075	199,837
TOTAL OPERATING REVENUE	53,632,580	55,292,306	58,909,265	60,832,495	1,923,230
EXPENDITURES					
Instruction	40,219,923	40,233,878	44,133,934	45,564,176	1,430,242
Administration, Attendance & Health	2,460,357	2,560,123	3,029,749	3,375,578	345,829
Pupil Transportation	2,396,746	2,615,281	2,495,176	2,438,024	(57,152)
Operation & Maintenance	5,737,987	6,770,196	6,082,675	6,323,967	241,292
Facilities	-	-	4,000	-	(4,000)
Debt & Fund Transfers	-	-	-	-	-
Technology	2,796,328	3,123,179	3,163,731	3,130,750	(32,981)
TOTAL OPERATING EXPENDITURES	53,611,341	55,302,657	58,909,265	60,832,495	1,923,230

Winchester Public Schools

FEDERAL GRANTS FUND					
DESCRIPTION	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
REVENUE					
Federal	3,157,394	2,587,607	4,132,243	5,340,988	1,208,745
TOTAL FEDERAL GRANTS REVENUE	3,157,394	2,587,607	4,132,243	5,340,988	1,208,745
EXPENDITURES					
Instruction	3,122,283	3,340,142	4,094,222	5,164,047	1,069,825
Pupil Transportation	6,085	4,115	3,095	3,092	(3)
Technology	29,030	42,738	34,926	173,849	138,923
TOTAL FEDERAL GRANTS EXPEND	3,157,398	3,386,995	4,132,243	5,340,988	1,208,745

FOOD SERVICES FUND					
DESCRIPTION	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
REVENUE					
Use of money and property	1,363	5,400	2,000	2,000	-
Charges for services	489,018	430,208	900,100	739,568	(160,532)
Miscellaneous	18,765	20,365	15,000	15,000	-
State	43,950	46,663	46,881	63,637	16,756
Federal	1,684,901	1,822,714	1,463,355	1,668,572	205,217
TOTAL FOOD SERVICES REVENUE	2,237,997	2,325,350	2,427,336	2,488,777	61,441
EXPENDITURES					
Food Services	2,271,974	2,322,061	2,426,536	2,487,977	61,441
Facilities	-	-	-	-	-
Operation & Maintenance	551	569	800	800	-
TOTAL FOOD SERVICES EXPEND	2,272,525	2,322,630	2,427,336	2,488,777	61,441

Winchester Public Schools

TEXTBOOK FUND					
DESCRIPTION	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
REVENUE					
Use of money and property	2,966	10,022	-	-	-
Supplemental Appropriation	200,000	-	400,000	400,000	-
Transfer in Operating Fund	-	-	-	-	-
TOTAL TEXTBOOK REVENUE	202,966	10,022	400,000	400,000	-
EXPENDITURES					
Instruction	90	3,433	400,000	400,000	-
Technology	-	-	-	-	-
TOTAL TEXTBOOK EXPEND	90	3,433	400,000	400,000	-

FUND RAISING FUND					
DESCRIPTION	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
REVENUE					
Use of money and property	3,340	6,902	-	-	-
Miscellaneous revenue	277,077	314,960	220,000	220,000	-
Supplemental Appropriation	-	-	400,000	400,000	-
TOTAL FUND RAISING REVENUE	280,417	321,862	620,000	620,000	-
EXPENDITURES					
Administration, Attendance & Health	5,259	2,026	-	-	-
Facilities	584,082	215,779	620,000	620,000	-
Debt & Fund Transfers	-	-	-	-	-
TOTAL FUND RAISING EXPEND	589,341	217,805	620,000	620,000	-

Winchester Public Schools

CAPITAL IMPROVEMENTS FUND					
DESCRIPTION	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
REVENUE					
Use of money and property	5,003	20,631	-	-	-
Miscellaneous revenue	-	250	-	-	-
Recovered costs	156,157	74,642	-	-	-
State	6,986	250,000	-	-	-
City Appropriation	-	-	-	-	-
Transfer in School Operating	717,330	1,388,699	1,100,000	1,100,000	-
TOTAL CAPITAL IMPROVEMENTS	885,476	1,734,222	1,100,000	1,100,000	-
EXPENDITURES					
Technology	202,819	223,161	500,000	500,000	-
Transportation	14,191	286,524	-	-	-
Operation & Maintenance	108,515	-	-	-	-
Facilities	458,132	449,925	600,000	600,000	-
TOTAL CAPITAL IMPROVEMENTS	783,657	959,610	1,100,000	1,100,000	-

CONSTRUCTION FUND					
DESCRIPTION	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
REVENUE					
School Construction Bonds	1,926	159	-	16,128,853	16,128,853
EXPENDITURES					
School Construction	128,026	169,350	-	16,128,853	16,128,853

Winchester Public Schools

INSURANCE FUND					
DESCRIPTION	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
REVENUE					
Use of money and property	326	2,601	2,200	2,200	-
Employer share health costs	3,984,761	3,882,383	3,877,616	4,265,891	388,275
Charges for services	1,546,726	1,552,191	1,678,672	1,846,982	168,310
TOTAL INSURANCE REVENUE	5,531,813	5,437,175	5,558,488	6,115,073	556,585
EXPENDITURES					
Other noninstructional operations	1,569,647	1,960,241	1,680,872	1,849,182	168,310
Transfer in from other funds	3,984,761	3,882,383	3,877,616	4,265,891	388,275
TOTAL INSURANCE EXPEND	5,554,408	5,842,624	5,558,488	6,115,073	556,585
PRIVATE PURPOSE TRUST FUND					
DESCRIPTION	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
REVENUE					
Use of money and property	21,072	35,298	34,300	34,300	-
Miscellaneous	62,071	53,765	65,950	65,950	-
Transfers in	3,000	5,064	4,000	4,000	-
TOTAL PRIVATE PURPOSE TRUST	86,143	94,127	104,250	104,250	-
EXPENDITURES					
Other noninstructional operations	87,009	65,404	104,250	104,250	-
TOTAL PRIVATE PURPOSE TRUST	87,009	65,404	104,250	104,250	-
TOTAL SCHOOLS REVENUE	66,016,712	67,802,830	73,251,582	93,130,436	19,878,854
TOTAL SCHOOLS EXPENDITURES	66,183,795	68,270,508	73,251,582	93,130,436	19,878,854

Five-Year Capital Improvement Plan (CIP)

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.

Impacts of the Capital Improvement Plan on the Operating Budget

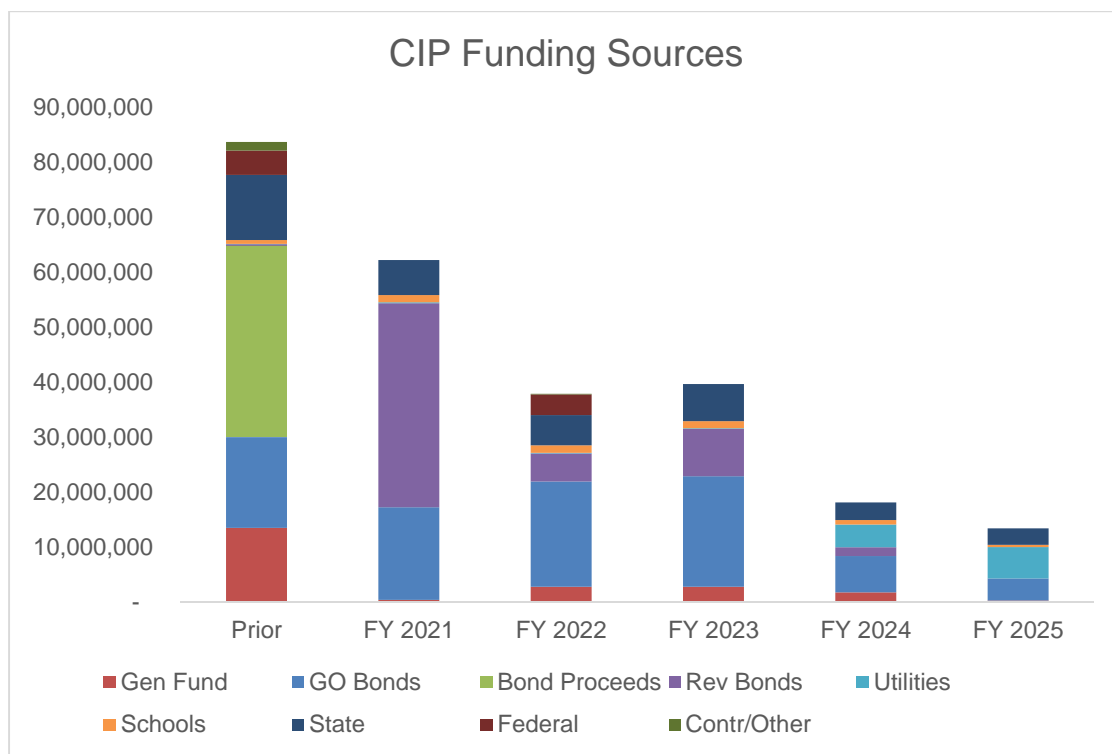
Debt Service – The annual payment of principal and interest on general obligation bonds used to finance roads, schools, and other major projects is included in the operating budget as a required expenditure. The FY 2021 tax supported debt service (principal and interest payments) is 11,956,800 (including \$8,741,175 for Schools). In addition, the Utilities Fund debt service for FY 2021 is \$12,468,000. A list of proposed bond issues for FY 2021 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 2021 reserves amount for CIP projects is \$1,685,000, including \$400,000 from the General Fund and \$1,285,000 from Schools. The City has a robust fund balance policy, which allowed the City to fund numerous projects with

Five-Year Capital Improvement Plan (CIP)

reserves for several years. This policy enabled the City to keep the debt service within the debt policy limits, while continuing to ensure facilities and infrastructure are functional and maintained to achieve energy efficiency and lower repair and maintenance costs.

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. These costs are discussed and reviewed by staff as part of the planning and budgeting process. 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 (CIP)

Five-Year Capital Improvement Plan FY 2021 - FY 2025

Project Description	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total Project
General Government								
Personal Property Software			350,000	350,000				700,000
Tower Ladder Truck				1,500,000				1,500,000
Fire Engine					600,000			600,000
Handley Library Improvements	2,300,000	400,000	160,000	160,000	160,000	160,000	2,390,000	5,730,000
Entryway Welcome Signs	375,000		150,000					525,000
Millwood Ave Traffic Improvements		1,500,000		3,500,000				5,000,000
Millwood Ave Pedestrian Bridge						3,000,000		3,000,000
Sidewalk Improvements	3,835,000		500,000	2,000,000	2,000,000	2,000,000	14,000,000	24,335,000
N. Cameron St Drainage Improvements	1,625,000	3,000,000	2,800,000		5,200,000			12,625,000
Valley/Tevis Drainage & Sidewalks	4,400,000	3,410,000						7,810,000
Storm Drainage Improvements			2,000,000	2,000,000	2,000,000	2,000,000	18,000,000	26,000,000
Traffic Signal Improvements	7,603,000		300,000	300,000				8,203,000
Traffic Signal Synchronization	500,000	1,227,000						1,727,000
Boscawen Street Improvements	100,000		1,200,000					1,300,000
Intersection Improvements		600,000	2,900,000		1,200,000			4,700,000
Hope Drive Extension	9,000,000	500,000						9,500,000
Middle Road Improvements			250,000	3,750,000				4,000,000
Weems Lane Improvements							2,000,000	2,000,000

Five-Year Capital Improvement Plan (CIP)

Five-Year Capital Improvement Plan FY 2021 - FY 2025

Project Description	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total Project
General Government - continued								
Pleasant Valley Road Realignment/Ext							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	5,450,000		2,500,000	3,000,000				10,950,000
Sand Volleyball Courts			65,000					65,000
Synthetic Ice Rink			145,000					145,000
Overhead Athletic Field Lighting			564,000	433,000	224,000			1,221,000
Parks Waterline Replacements			250,000	250,000	250,000	250,000	250,000	1,250,000
Park Roadway Resurfacing			70,000	70,000	70,000			210,000
Natatorium			12,500,000	12,500,000				25,000,000
Transit-Equip Maintenance Garage	50,000		4,720,000					4,770,000
Total General Government	35,738,000	10,637,000	31,424,000	29,813,000	11,704,000	7,410,000	63,340,000	190,066,000

Five-Year Capital Improvement Plan (CIP)

Five-Year Capital Improvement Plan FY 2021 - FY 2025

Project Description	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total Project
<u>Winchester Public Schools</u>								
DCLC Renovations	5,750,000	2,750,000						8,500,000
Innovation Center	6,350,000	10,250,000						16,600,000
Synthetic Turf Replacement	60,000	60,000	60,000	60,000	60,000	60,000	240,000	600,000
Tennis Court Replacement JHHS	100,000	100,000	100,000	100,000	100,000			500,000
Track Replacement JHHS	125,000	125,000	125,000	125,000				500,000
Chiller Rebuild JHHS		100,000						100,000
Boiler Replace DM							750,000	750,000
Rooftop HVAC DM			100,000	100,000	100,000			300,000
Boiler Repl VACDES					200,000			200,000
Chiller Repl VACDES							200,000	200,000
Chiller Repl GQES		200,000						200,000
Rooftop HVAC GQES			300,000					300,000
Partial Roof GQES				300,000				300,000
Boiler Repl FDES		200,000						200,000
Roof Repl FDES							300,000	300,000
Generator Repl		150,000	150,000	150,000				450,000
Bus Replacement	420,000	350,000	350,000	350,000	350,000	350,000	850,000	3,020,000
DM Partial Roof Replacement			100,000					100,000
DM Football Field			75,000	75,000				150,000
Total WPS	12,805,000	14,285,000	1,360,000	1,260,000	810,000	410,000	2,340,000	33,270,000

Five-Year Capital Improvement Plan (CIP)

Five-Year Capital Improvement Plan FY 2021 - FY 2025

Project Description	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total Project
Utilities								
Water & Sewer Main Replacement	14,000,000	15,000,000	3,000,000	3,000,000	4,000,000	4,000,000	146,000,000	189,000,000
Water Meter Replacements	16,000,000	7,000,000						23,000,000
Maintenance Facility - Public Services	800,000	9,000,000	2,000,000					11,800,000
Water Treatment Plant Improvements	4,000,000	3,000,000						7,000,000
Water Pump Station Improvements	50,000	200,000		4,000,000				4,250,000
Sewer Pump Station Replacement	300,000	3,100,000	100,000	1,600,000	1,600,000	1,600,000	6,800,000	15,100,000
Raw Water Reservoir							30,000,000	30,000,000
Water Treatment Plant Expansion							20,000,000	20,000,000
Total Utilities	31,150,000	37,300,000	5,100,000	8,600,000	4,000,000	5,600,000	202,800,000	300,150,000
Total CIP	83,693,000	62,222,000	37,884,000	39,673,000	18,114,000	13,420,000	268,480,000	523,486,000

Funding Summary	Prior	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Total
Gen Fund	13,505,000	400,000	2,776,000	2,788,000	1,779,000	285,000	875,000	22,408,000
GO Bonds	16,500,000	16,850,000	19,150,000	20,125,000	6,600,000	4,000,000	39,990,000	123,215,000
Bond Proceeds	34,800,000	-	-	-	-	-	-	34,800,000
Rev Bonds	300,000	37,100,000	5,100,000	8,600,000	1,600,000	-	50,000,000	102,700,000
Utilities	50,000	200,000	125,000	125,000	4,125,000	5,725,000	52,925,000	163,275,000
Schools	705,000	1,285,000	1,360,000	1,260,000	810,000	410,000	2,340,000	8,170,000
State	11,858,000	6,387,000	5,497,000	6,775,000	3,200,000	3,000,000	6,350,000	43,067,000
Federal	4,425,000	-	3,776,000	-	-	-	-	8,201,000
Contribution/Other	1,550,000	-	100,000	-	-	-	16,000,000	17,650,000
Total	83,693,000	62,222,000	37,884,000	39,673,000	18,114,000	13,420,000	268,480,000	523,486,000

Five-Year Capital Improvement Plan (CIP)

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 Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Construction								
Equipment								
Other Expenses			\$350	\$350				\$700
Total	\$0	\$0	\$350	\$350	\$0	\$0	\$0	\$700

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund			\$350	\$350				\$700
Construction								
Equipment								
Other Expenses								
Total	\$0	\$0	\$350	\$350	\$0	\$0	\$0	\$700

	Prior Years	FY 2021	FY 2021	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$)								
Revenue (-)								
Personnel								
Operating			\$60	\$140	\$175	\$210		\$585
Debt Service								
Total	\$0	\$0	\$60	\$140	\$175	\$210	\$0	\$585

Five-Year Capital Improvement Plan (CIP)

Project Title: Tower Ladder Truck
Department: Fire and Rescue
Budget Code: 312-3211-432-XX-XX
Justification: Improves Existing Service
Start Date (FY): 2023
End Date (FY): 2023

Relationship to Strategic Plan: Goal 3, Objective C - enhance the quality of life for all Winchester residents by promoting and improving public safety

Project Description: Our current reserve ladder truck is a 1998 Pierce 75' aerial ladder & has more than doubled the years the City's guideline for replacing public safety vehicles. The City has several buildings that exceed the maximum reach for this truck. In addition, housing setbacks from the street in many areas are greater than the reach of this truck. Moreover, the 1998 Pierce has significant corrosion concerns & has created issues the past two years getting it to pass the NFPA 1901 Standard for Testing Fire Department Aerial Devices. The department seeks to replace this unit with a 100' Tower ladder.

Project Objectives/Status: Replace aging apparatus that has significant corrosion issues of key structural components; the versatility of a tower ladder will enhance operational effectiveness; ensure that aerial ladders have similar reach capabilities to accommodate building height and setbacks; provide a safe platform for firefighters to work from and for victim rescue; and enhance technical rescue capabilities.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Construction								
Equipment				\$1,500				\$1,500
Total	\$0	\$0	\$0	\$1,500	\$0	\$0	\$0	\$1,500

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund				\$1,500				\$1,500
GO Bonds								
Revenue Bonds								
Total	\$0	\$0	\$0	\$1,500	\$0	\$0	\$0	\$1,500

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) To be determined.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total								

Five-Year Capital Improvement Plan (CIP)

Project Title: Fire Engine
Department: Fire and Rescue
Budget Code: 312-3211-432-XX-XX
Justification: Improve Existing Service
Start Date (FY): 2024
End Date (FY): 2024

Relationship to Strategic Plan: Goal 3, Objective C - enhance the quality of life for all Winchester residents by promoting and improving public safety

Project Description: Purchase a fire engine to support fire department operations. The fire engines that are front line response apparatus to emergencies range in age from 9 to 23 with an average age of 14 years old. The newest engine serving the City of Winchester is nine years old. The City should prepare for the possibility that they may have to start purchasing fire engines to support the fire department.

Project Objectives/Status: Replace aging fire engines; enhance the service delivery capabilities of the department; and reduce the financial burden on the volunteer stations.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction								
Equipment					\$600			\$600
Total	\$0	\$0	\$0	\$0	\$600	\$0	\$0	\$600

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund					\$600			\$600
GO Bonds								
Utilities Fund								
Revenue Bonds								
Total	\$0	\$0	\$0	\$0	\$600	\$0	\$0	\$600

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) To be determined.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total								

Five-Year Capital Improvement Plan (CIP)

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 Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning	\$100		\$10	\$10	\$10	\$10	\$40	\$180
Construction	\$2,200	\$400	\$150	\$150	\$150	\$150	\$2,350	\$5,550
Equipment								
Other Expenses								
Total	\$2,300	\$400	\$160	\$160	\$160	\$160	\$2,390	\$5,730

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund	\$1,550	\$400	\$160	\$160	\$160	\$160		\$2,590
G.O. Bond							\$2,390	\$2,390
State								
Other Revenue	\$750							\$750
Total	\$2,300	\$400	\$160	\$160	\$160	\$160	\$2,390	\$5,730

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$)								
Revenue (-)								
Personnel								
Operating								
Debt Service							\$3,000	\$3,000
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$170	\$170

Five-Year Capital Improvement Plan (CIP)

Project Title:	Entryway Welcome Signs	Locations:
Department:	Public Services	Millwood Avenue (Complete)
Budget Code:	312-4121-441-82-29	Crossover Blvd. (Complete)
Justification:	Other	Berryville Avenue/Amherst St
Start Date (FY):	2017	Fairmont Ave/N. Loudoun St
End Date (FY):	2022	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 Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Construction	\$375		\$150					\$525
Equipment								
Other Expenses								
Total	\$375	\$0	\$150	\$0	\$0	\$0	\$0	\$525

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund	\$350		\$150					\$500
G.O. Bond								
State	\$25							\$25
Other Revenue								
Total	\$375	\$0	\$150	\$0	\$0	\$0	\$0	\$525

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$)								
Revenue (-)								
Personnel								
Operating		\$2.5	\$4	\$5.5	\$5.7	\$5.9		\$23.6
Debt Service								
Total	\$0	\$2.5	\$4	\$5.5	\$5.7	\$5.9	\$0	\$23.6

Five-Year Capital Improvement Plan (CIP)

Project Title:	Millwood Ave Traffic Improvements
Department:	Public Services
Budget Code:	312-4121-441-83-08
Justification:	Improves existing service
Start Date (FY):	2021
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 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 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning		\$500						\$500
Land		\$1,000						\$1,000
Construction				\$3,500				\$3,500
Other Expenses								
Total	\$0	\$1,500	\$0	\$3,500	\$0	\$0	\$0	\$5,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
G.O. Bond		\$750		\$1,750				\$2,500
State		\$750		\$1,750				\$2,500
Other Revenue								
Total	\$0	\$1,500	\$0	\$3,500	\$0	\$0	\$0	\$5,000

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Five-Year Capital Improvement Plan (CIP)

Project Title: Millwood Ave Pedestrian Bridge
Department: Public Services
Budget Code: 312-4121
Justification: Improves existing service
Start Date (FY): 2025
End Date (FY): 2026

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

Project Description: The project would consist of constructing a new pedestrian bridge over Millwood Avenue near the current intersection of Mall Blvd.

Project Objectives/Status: Project would greatly improve safety for pedestrians crossing from SU to the hotel/restaurant.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning						\$250		\$250
Land								
Construction						\$2,750		\$2,750
Other Expenses								
Total	\$0	\$0	\$0	\$0	\$0	\$3,000	\$0	\$3,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
G.O. Bond								
State						\$3,000		\$3,000
Other Revenue								
Total	\$0	\$0	\$0	\$0	\$0	\$3,000	\$0	\$3,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) No operating impacts.								
Revenue (-)								
Personnel								
Operating							\$10	\$10
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$10	\$10

Five-Year Capital Improvement Plan (CIP)

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 Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction	\$3,835		\$500	\$2,000	\$2,000	\$2,000	\$14,000	\$24,335
Other Expenses								
Total	\$3,835		\$500	\$2,000	\$2,000	\$2,000	\$12,000	\$24,335

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund	\$2,335		\$500					\$2,835
G.O. Bond	\$500			\$2,000	\$2,000	\$2,000	\$14,000	\$20,500
State	\$1,000							\$1,000
Other Revenue								
Total	\$3,835		\$500	\$2,000	\$2,000	\$2,000	\$14,000	\$24,335

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$)								
Revenue (-)								
Personnel								
Operating								
Debt Service	\$33	\$33	\$33	\$33	\$163	\$293	\$18,800	\$19,388
Total	\$33	\$33	\$33	\$33	\$163	\$293	\$18,800	\$19,388

Five-Year Capital Improvement Plan (CIP)

Project Title: N. Cameron Drainage Improvements
Department: Public Services
Budget Code: 312-4121-441-83-04
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: 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 Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning	\$350	\$125						\$475
Land	\$1,275	\$225						\$1,500
Construction		\$2,650	\$2,800		\$5,200			\$10,650
Other Expenses								
Total	\$1,625	\$3,000	\$2,800	\$0	\$5,200	\$0	\$0	\$12,625

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund	\$875							\$875
G.O. Bond		\$1,500	\$1,400		\$2,600			\$5,500
State	\$750	\$1,500	\$1,400		\$2,600			\$6,250
Other Revenue								
Total	\$1,625	\$3,000	\$2,800	\$0	\$5,200	\$0	\$0	\$12,625

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$)								
Revenue (-)								
Personnel								
Operating			\$10	\$10.3	\$10.5	\$10.7		\$41.5
Debt Service								
Total	\$0	\$0	\$10	\$10.3	\$10.5	\$10.7	\$0	\$41.5

Five-Year Capital Improvement Plan (CIP)

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning	\$1,000							\$1,000
Land	\$800							\$800
Construction	\$2,600	\$3,410						\$6,010
Other Expenses								
Total	\$4,400	\$3,410	\$0	\$0	\$0	\$0	\$0	\$7,810

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
G.O. Bond	\$1,550	\$1,800						\$3,350
State	\$2,465	\$1,610						\$4,075
Federal	\$385							\$385
Total	\$4,400	\$3,410	\$0	\$0	\$0	\$0	\$0	\$7,810

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$)								
Revenue (-)								
Personnel								
Operating								
Debt Service		\$33	\$100	\$221	\$221	\$221	\$3,757	\$4,553
Total	\$0	\$33	\$100	\$221	\$221	\$221	\$3,757	\$4,553



Five-Year Capital Improvement Plan (CIP)

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 Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning			\$200	\$200	\$200	\$200	\$1,800	\$2,600
Land								
Construction			\$1,800	\$1,800	\$1,800	\$1,800	\$16,200	\$23,400
Other Expenses								
Total	\$0	\$0	\$2,000	\$2,000	\$2,000	\$2,000	\$18,000	\$26,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
G.O. Bond			\$2,000	\$2,000	\$2,000	\$2,000	\$18,000	\$26,000
State								
Federal								
Total	\$0	\$0	\$2,000	\$2,000	\$2,000	\$2,000	\$18,000	\$26,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$)								
Revenue (-)								
Personnel								
Operating								
Debt Service				\$130	\$260	\$390	\$37,220	\$38,000
Total	\$0	\$0	\$0	\$130	\$260	\$390	\$37,220	\$38,000

Five-Year Capital Improvement Plan (CIP)

Project Title:	Traffic Signal Improvements	Locations:
Department:	Public Services	FY20: N. Loudoun/Brooke
Budget Code:	312-4142-441-83-76	FY20: Adams/Legge
Justification:	Improves existing services	FY22: Shawnee/Papermill
Start Date (FY):	2008	FY23: Commercial/N. Loudoun
End Date (FY):	2023	

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 Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning	\$470		\$20	\$20				\$510
Construction	\$7,133		\$280	\$280				\$7,693
Equipment								
Other Expenses								
Total	\$7,603	\$0	\$300	\$300	\$0	\$0	\$0	\$8,203

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund	\$4,940		\$150	\$150				\$5,240
G.O. Bond								
State	\$2,463		\$150	\$150				\$2,763
Federal	\$200							\$200
Total	\$7,603	\$0	\$300	\$300	\$0	\$0	\$0	\$8,203

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) No operating impacts anticipated at this time.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan (CIP)

Project Title: Traffic Signal Synchronization
Department: Public Services
Budget Code: 312-4142-441-83-76
Justification: Improves existing services
Start Date (FY): 2015
End Date (FY): 2022

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 Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning		\$27						\$27
Construction	\$500	\$1,200						\$1,700
Equipment								
Other Expenses								
Total	\$500	\$1,227	\$0	\$0	\$0	\$0	\$0	\$1,727

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund	\$250							\$250
G.O. Bond								
State	\$250	\$1,227						\$1,477
Federal								
Total	\$500	\$1,227	\$0	\$0	\$0	\$0	\$0	\$1,727

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$).								
Revenue (-)								
Personnel								
Operating	\$5	\$5.1	\$5.2	\$5.3	\$7.5	\$7.6		\$35.7
Debt Service								
Total	\$5	\$5.1	\$5.2	\$5.3	\$7.5	\$7.6	\$0	\$35.7



Five-Year Capital Improvement Plan (CIP)

Project Title: Boscawen Street Improvements
Department: Public Services
Budget Code: 312-4121
Justification: Remove hazards
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: Project would consist of making safety improvements on Boscawen Street between Indian Alley and Cameron Street.

Project Objectives/Status: This project would greatly improve safety for pedestrians.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning	\$100							\$100
Construction			\$1,200					\$1,200
Equipment								
Other Expenses								
Total	\$100	\$0	\$1,200	\$0	\$0	\$0	\$0	\$1,300

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund	\$100							\$100
G.O. Bond			\$600					\$600
State			\$600					\$600
Federal								
Total	\$100	\$0	\$1,200	\$0	\$0	\$0	\$0	\$1,300

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$).								
Revenue (-)								
Personnel								
Operating				\$7.7	\$7.9	\$8.1		\$23.7
Debt Service					\$80	\$80	\$1,440	\$1,600
Total	\$0	\$0	\$0	\$7.7	\$87.9	\$88.1	\$1,440	\$1,623.7

Five-Year Capital Improvement Plan (CIP)

Project Title: Intersection Improvements
Department: Public Services
Budget Code: 312-4121-441-83-79
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 (\$2,500,000) 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 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning		\$300	\$100		\$80			\$480
Land		\$300			\$20			\$320
Construction			\$2,800		\$1,100			\$3,900
Total	\$0	\$600	\$2,900	\$0	\$1,200	\$0	\$0	\$4,700

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund					\$600			\$600
G.O. Bond		\$300	\$1,450					\$1,750
State		\$300	\$1,450		\$600			\$2,350
Total	\$0	\$600	\$2,900	\$0	\$1,200	\$0	\$0	\$4,700

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) No operating impacts anticipated at this time.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan (CIP)

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning		\$300	\$100		\$80			\$480
Land		\$300			\$20			\$320
Construction			\$2,800		\$1,100			\$3,900
Total	\$0	\$600	\$2,900	\$0	\$1,200	\$0	\$0	\$4,700

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund					\$600			\$600
G.O. Bond		\$300	\$1,450					\$1,750
State		\$300	\$1,450		\$600			\$2,350
Total	\$0	\$600	\$2,900	\$0	\$1,200	\$0	\$0	\$4,700

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) No operating impacts anticipated at this time.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan (CIP)

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): 2022



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 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning	\$1,200							\$1,200
Land	\$1,400							\$1,400
Construction	\$6,400	\$500						\$6,900
Other Expenses								
Total	\$9,000	\$500	\$0	\$0	\$0	\$0	\$0	\$9,500

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund	\$300							\$300
G.O. Bond	\$3,950	\$500						\$4,450
State	\$4,750							\$4,750
Federal								
Total	\$9,000	\$500	\$0	\$0	\$0	\$0	\$0	\$9,500

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$)								
Revenue (-)								
Personnel								
Operating			\$5	\$5.2	\$5.5	\$6	\$110	\$131.7
Debt Service		\$65	\$260	\$260	\$260	\$60	\$4,160	\$5,265
Total	\$0	\$65	\$265	\$265.2	\$265.5	\$266	\$4,270	\$5,396.7

Five-Year Capital Improvement Plan (CIP)

Project Title: Middle Road Improvements
Department: Public Services
Budget Code: 312-4121
Justification: Removes hazards
Start Date (FY): 2022
End Date (FY): 2023



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 Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning			\$250					\$250
Land								
Construction				\$3,750				\$3,750
Other Expenses								
Total	\$0	\$0	\$250	\$3,750	\$0	\$0	\$0	\$4,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund			\$125					\$125
G.O. Bond				\$1,875				\$1,875
State			\$125	\$1,875				\$2,000
Federal								
Total	\$0	\$0	\$250	\$3,750	\$0	\$0	\$0	\$4,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) No operating impacts anticipated at this time.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan (CIP)

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 Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning							\$100	\$100
Land							\$1,900	\$1,900
Construction								
Other Expenses								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000	\$2,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
G.O. Bond							\$1,000	\$1,000
State							\$1,000	\$1,000
Federal								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000	\$2,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$)								
Revenue (-)								
Personnel								
Operating								
Debt Service							\$1,600	\$1,600
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$1,600	\$1,600

Five-Year Capital Improvement Plan (CIP)

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 Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning							\$300	\$300
Land								
Construction							\$6,700	\$6,700
Other Expenses								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$7,000	\$7,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
G.O. Bond								
State								
Federal								
Other Revenue							\$7,000	\$7,000
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$7,000	\$7,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) No operating impacts anticipated at this time.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan (CIP)

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 Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning							\$500	\$500
Land								
Construction							\$8,500	\$8,500
Other Expenses								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$9,000	\$9,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
G.O. Bond								
State								
Federal								
Other Revenue							\$9,000	\$9,000
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$9,000	\$9,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) No operating impacts anticipated at this time.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan (CIP)

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning							\$100	\$100
Land								
Construction							\$1,400	\$1,400
Other Expenses								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500	\$1,500

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund							\$750	\$750
G.O. Bond								
State							\$750	\$750
Federal								
Other Revenue								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500	\$1,500

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) No operating impacts anticipated at this time.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan (CIP)

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning							\$200	\$200
Land								
Construction							\$4,800	\$4,800
Other Expenses								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$5,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
G.O. Bond							\$2,500	\$2,500
State							\$2,500	\$2,500
Federal								
Other Revenue								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$5,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$)								
Revenue (-)								
Personnel								
Operating								
Debt Service							\$4,000	\$4,000
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000	\$4,000

Five-Year Capital Improvement Plan (CIP)

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning							\$200	\$200
Land								
Construction							\$4,000	\$4,000
Other Expenses								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$4,200	\$4,200

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
G.O. Bond							\$2,100	\$2,100
State							\$2,100	\$2,100
Federal								
Other Revenue								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$4,200	\$4,200

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$)								
Revenue (-)								
Personnel								
Operating								
Debt Service							\$3,800	\$3,800
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$3,800	\$3,800

Five-Year Capital Improvement Plan (CIP)

Project Title: Green Circle Trail
Department: Public Services
Budget Code: 312-4121
Justification: Improves existing service
Start Date (FY): 2009
End Date (FY): 2023



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

Project Description: Final phase of the Green Circle Trail.

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning	\$700		\$600					\$1,300
Land	\$50		\$900					\$950
Construction	\$4,700		\$1,000	\$3,000				\$8,700
Other Expenses								
Total	\$5,450	\$0	\$2,500	\$3,000	\$0	\$0	\$0	\$10,950

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund	\$1,500							\$1,500
G.O. Bond			\$1,200					\$1,200
State	\$150		\$1,300	\$3,000				\$4,450
Federal	\$3,800							\$3,800
Other Revenue								
Total	\$5,450	\$0	\$2,500	\$3,000	\$0	\$0	\$0	\$10,950

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$)								
Revenue (-)								
Personnel								
Operating	\$5	\$5	\$5.1	\$5.2	\$5.3	\$5.4		\$31
Debt Service								
Total	\$5	\$5	\$5.1	\$5.2	\$5.3	\$5.4	\$0	\$31

Five-Year Capital Improvement Plan (CIP)

Project Title: Establish two Sand Volleyball Courts
Department: Parks & Recreation
Budget Code: 312-7111-471-83-59
Justification: New Service
Start Date (FY): 2022
End Date (FY): 2022



Relationship to Strategic Plan: Strategic Plan Goals 3 & 4 - Provides access to Volleyball Courts which is not currently available.

Project Description: Create two sand volleyball courts in area formerly utilized by Radio Controlled Cars. Area has sufficient room to establish two lighted volleyball courts meeting U.S. Volleyball Association standards. This will create an additional activity utilizing 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; enhance services and overall community activity; Create greater partnerships of the City with the community; and increase opportunities for revenue.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning			\$10					\$10
Land								
Construction			\$45					\$45
Other Expenses			\$10					\$10
Total	\$0	\$0	\$65	\$0	\$0	\$0	\$0	\$65

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund			\$65					\$65
G.O. Bond								
State								
Federal								
Total	\$0	\$0	\$65	\$0	\$0	\$0	\$0	\$65

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) No operating impacts at this time.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan (CIP)

Project Title: Development of Synthetic Ice Rink
Department: Parks & Recreation
Budget Code: 312-7111-471-83-59
Justification: New service
Start Date (FY): 2022
End Date (FY): 2023



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, community access to activities and potential to increase revenue

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 to establish a community resource and activity.

Project Objectives/Status: Provide ice skating opportunities; increase utilization of Jim Barnett Park during late fall and winter season; and provide for organized activities such as hockey, open skating, lessons, etc.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning			\$5					\$5
Land								
Construction			\$120					\$120
Equipment			\$20					\$20
Total	\$0	\$0	\$145	\$0	\$0	\$0		\$145

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund			\$45					\$45
GO Bonds								
State								
Other Revenue			\$100					\$100
Total	\$0	\$0	\$145	\$0	\$0	\$0	\$0	\$145

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$)								
Revenue (-)				(\$10)	(\$10)	(\$10)		
Personnel				\$30	\$30	\$30		\$90
Operating				\$20	\$20	\$20		\$60
Debt Service								
Total	\$0	\$0	\$0	\$40	\$40	\$40		\$120

Five-Year Capital Improvement Plan (CIP)

Project Title: Overhead Athletic Field Lighting
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 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 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction			\$150	\$135	\$75			\$360
Equipment			\$414	\$298	\$149			\$861
Total	\$0	\$0	\$564	\$433	\$224	\$0	\$0	\$1,221

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund			\$564	\$433	\$224			\$1,221
GO Bonds								
State								
Federal								
Total	\$0	\$0	\$564	\$433	\$224	\$0	\$0	\$1,221

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) No operating impacts anticipated at this time.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan (CIP)

Project Title: Water Distribution System
Department: Parks & Recreation
Budget Code: 312-7111-471-83-49
Justification: Remove hazards
Start Date (FY): 2022
End Date (FY): 2025



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 Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction			\$250	\$250	\$250	\$250	\$250	\$1,250
Equipment								
Total	\$0	\$0	\$250	\$250	\$250	\$250	\$250	\$1,250

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund			\$125	\$125	\$125	\$125	\$125	\$625
Utilities Fund			\$125	\$125	\$125	\$125	\$125	\$625
State								
Federal								
Total	\$0	\$0	\$250	\$250	\$250	\$250	\$250	\$1,250

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) No operating impacts anticipated at this time.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan (CIP)

Project Title: Roadway Resurfacing & Traffic Tables
Department: Parks & Recreation
Budget Code: 312-7111-471-83-37
Justification: Remove hazards
Start Date (FY): 2022
End Date (FY): 2024



Relationship to Strategic Plan: Strategic Plan Goals 3 - Advance the quality of life for all Winchester residents.

Project Description: Resurface Oak Drive within pavilion area between the intersection of Bridgeforth, War Memorial and Oak extending to intersection of Oak and Maple. Strategically place traffic tables and/or speed bumps within area to slow traffic flow through shelter area of park

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, area and create safe a driving surface and consider installation of traffic tables and/or speed bumps to promote pedestrian safe area.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction			\$70	\$70	\$70			\$210
Equipment								
Total	\$0	\$0	\$70	\$70	\$70	\$0	\$0	\$210

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund			\$70	\$70	\$70			\$210
GO Bonds								
Utilities Fund								
Revenue Bonds								
Total	\$0	\$0	\$70	\$70	\$70	\$0	\$0	\$210

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) No operating impacts anticipated at this time.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan (CIP)

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 Aquatics programs and recreational use for the community.

Project Description: Natatorium would replace current Indoor and Outdoor pools in Jim Barnett Park.

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 create a destination point within the City and Jim Barnett Park

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction			\$12,500	\$12,500				\$25,000
Equipment								
Total	\$0	\$0	\$12,500	\$12,500	\$0	\$0	\$0	\$25,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds			\$12,500	\$12,500				\$25,000
State								
Federal								
Total			\$12,500	\$12,500				\$25,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$)								
Revenue (-)					(\$200)	(\$200)		(\$400)
Personnel					\$150	\$150		\$300
Operating					\$200	\$200		\$400
Debt Service					\$875	\$875	\$34,650	\$36,400
Total	\$0	\$0	\$0	\$0	\$1,025	\$1,025	\$34,650	\$36,700

Five-Year Capital Improvement Plan

Project Title: Equipment Maintenance Garage Improvements
Department: Parks & Recreation
Budget Code: 312-1252-415
Justification: Maintain existing service
Start Date (FY): 2019
End Date (FY): 2022

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 Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning	\$50		\$420					\$470
Land								
Construction			\$4,300					\$4,300
Equipment								
Total	\$50	\$0	\$4,720	\$0	\$0	\$0	\$0	\$4,770

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund	\$5		\$472					\$477
Utilities Fund								
State	\$5		\$472					\$477
Federal	\$40		\$3,776					\$3,816
Total	\$50	\$0	\$4,720	\$0	\$0	\$0	\$0	\$4,770

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) Minimal operating impacts anticipated at this time.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

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 Douglas 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 Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning	\$500							\$500
Land								
Construction	\$5,250	\$2,750						\$8,000
Equipment								
Total	\$5,750	\$2,750	\$0	\$0	\$0	\$0	\$0	\$8,500

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund	\$500							\$500
GO Bonds	\$5,250	\$2,750						\$8,000
State								
Federal								
Total	\$5,750	\$2,750	\$0	\$0	\$0	\$0	\$0	\$8,500

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) To be determined.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

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 Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning	\$1,200							\$1,200
Land								
Construction	\$5,000	\$9,200						\$14,200
Equipment		\$1,200						\$1,200
Total	\$6,200	\$10,400	\$0	\$0	\$0	\$0	\$0	\$16,600

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund	\$300							\$300
GO Bonds	\$5,250	\$9,250						\$14,500
State		\$1,000						\$1,000
Federal								
Other Revenue	\$650	\$150						\$800
Total	\$6,200	\$10,400	\$0	\$0	\$0	\$0	\$0	\$16,600

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) To be determined.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan

Project Title: Synthetic Turf Replacement JHHS
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: Set aside funding each year to pay for large capital expense in the future.

Project Objectives/Status: Replacement cycle for turf field at Handley Bowl. Required for safe use of field for school athletics and community use.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction	\$60	\$60	\$60	\$60	\$60	\$60	\$240	\$600
Equipment								
Total	\$60	\$60	\$60	\$60	\$60	\$60	\$240	\$600

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
School Fund	\$60	\$60	\$60	\$60	\$60	\$60	\$240	\$600
State								
Federal								
Other Revenue								
Total	\$60	\$60	\$60	\$60	\$60	\$60	\$240	\$600

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) To be determined.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan

Project Title: Tennis Court Replacement JHHS
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: Set aside funding each year to pay for large capital expense in the future.

Project Objectives/Status: Replacement of tennis court base, surface, fencing and netting. Base is crumbling and causing some courts to be unplayable. Required for safe use by school athletics and community.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction	\$100	\$100	\$100	\$100	\$100			\$500
Equipment								
Total	\$100	\$100	\$100	\$100	\$100	\$0	\$0	\$500

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
School Fund	\$100	\$100	\$100	\$100	\$100			\$500
State								
Federal								
Other Revenue								
Total	\$100	\$100	\$100	\$100	\$100	\$0	\$0	\$500

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) To be determined.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan

Project Title: Track Replacement JHHS
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: Set aside funding each year to pay for large capital expense in the future.

Project Objectives/Status: Replacement of outdoor running track in Handley Bowl. Surface will reach useful life in the next 3-4 years; required for safe use during high school athletics and by community

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction	\$125	\$125	\$125	\$125				\$500
Equipment								
Total	\$125	\$125	\$125	\$125	\$0	\$0	\$0	\$500

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
School Fund	\$125	\$125	\$125	\$125				\$500
State								
Federal								
Other Revenue								
Total	\$125	\$125	\$125	\$125	\$0	\$0	\$0	\$500

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) To be determined.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan

Project Title: Chiller Rebuild JHHS
Department: Winchester Public Schools
Budget Code:
Justification: Improves existing service
Start Date (FY): FY 2021
End Date (FY): FY 2021



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

Project Description: Chiller for JHHS will be mid-life cycle, will require rebuild/rehab of critical parts to ensure reaching 30-year useful life

Project Objectives/Status: Preventative maintenance.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction		\$100						\$100
Equipment								
Total	\$0	\$100	\$0	\$0	\$0	\$0	\$0	\$100

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
School Fund		\$100						\$100
State								
Federal								
Other Revenue								
Total	\$0	\$100	\$0	\$0	\$0	\$0	\$0	\$100

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) Should improve efficiency and reduce operating costs.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan

Project Title: Boiler Replacement DM Campus
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: Placeholder for planning purposes, in next 10 years, boilers at DM Campus will reach the end of their useful life.

Project Objectives/Status: Replacement of outdated equipment.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction							\$750	\$750
Equipment								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$750	\$750

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
School Fund							\$750	\$750
State								
Federal								
Other Revenue								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$750	\$750

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) To be determined.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan

Project Title: Rooftop HVAC Units – DM Campus
Department: Winchester Public Schools
Budget Code:
Justification: Improves existing service
Start Date (FY): FY 2022
End Date (FY): FY 2024



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

Project Description: Replace rooftop HVAC units at Daniel Morgan campus – phased in over 3-year period.

Project Objectives/Status: Replacement of outdated equipment.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction			\$100	\$100	\$100			\$300
Equipment								
Total	\$0	\$0	\$100	\$100	\$100	\$0	\$0	\$300

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
School Fund			\$100	\$100	\$100			\$300
State								
Federal								
Other Revenue								
Total	\$0	\$0	\$100	\$100	\$100	\$0	\$0	\$300

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) No operating impacts anticipated at this time.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan

Project Title: Boiler Replacement VACDES
Department: Winchester Public Schools
Budget Code: _____
Justification: Maintains existing service
Start Date (FY): FY 2024
End Date (FY): FY 2024



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

Project Description: In the next 5-years, boilers at VACDES will reach the end of their useful life and will need to be replaced to maintain continuity of operations.

Project Objectives/Status: Replacement of outdated equipment.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction					\$200			\$200
Equipment								
Total	\$0	\$0	\$0	\$0	\$200	\$0	\$0	\$200

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
School Fund					\$200			\$200
State								
Federal								
Other Revenue								
Total	\$0	\$0	\$0	\$0	\$200	\$0	\$0	\$200

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) To be determined.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan

Project Title: Chiller Replacement VACDES
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: In the next 7-9 years, the chiller at VACDES will reach the end of its useful life and will need to be replaced to maintain continuity of operations.

Project Objectives/Status: Replacement of outdated equipment.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction							\$200	\$200
Equipment								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$200	\$200

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
School Fund							\$200	\$200
State								
Federal								
Other Revenue								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$200	\$200

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) To be determined.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan

Project Title: Chiller Replacement GQES
Department: Winchester Public Schools
Budget Code:
Justification: Maintains existing service
Start Date (FY): FY 2021
End Date (FY): FY 2021

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

Project Description: Chiller at GQES is in its final years of service. This is a scheduled replacement to maintain continuity of operations.

Project Objectives/Status: Replacement of outdated equipment.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction		\$200						\$200
Equipment								
Total	\$0	\$200	\$0	\$0	\$0	\$0	\$0	\$200

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
School Fund		\$200						\$200
State								
Federal								
Other Revenue								
Total	\$0	\$200	\$0	\$0	\$0	\$0	\$0	\$200

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) To be determined.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan

Project Title: Rooftop Units Replacement GQES
Department: Winchester Public Schools
Budget Code:
Justification: Maintains existing service
Start Date (FY): FY 2022
End Date (FY): FY 2022

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

Project Description: Roof top units at GQES are in their final years of service. This is a scheduled replacement to maintain continuity of operations.

Project Objectives/Status: Replacement of outdated equipment.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction			\$300					\$300
Equipment								
Total	\$0	\$0	\$300	\$0	\$0	\$0	\$0	\$300

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
School Fund			\$300					\$300
State								
Federal								
Other Revenue								
Total	\$0	\$0	\$300	\$0	\$0	\$0	\$0	\$300

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) To be determined.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan

Project Title: Partial Roof Replacement GQES
Department: Winchester Public Schools
Budget Code:
Justification: Maintains existing service
Start Date (FY): FY 2023
End Date (FY): FY 2023

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

Project Description: Renovation of several sections of the GQES roofing.

Project Objectives/Status: Replacement of aged materials.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction				\$300				\$300
Equipment								
Total	\$0	\$0	\$0	\$300	\$0	\$0	\$0	\$300

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
School Fund				\$300				\$300
State								
Federal								
Other Revenue								
Total	\$0	\$0	\$0	\$300	\$0	\$0	\$0	\$300

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) To be determined.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan

Project Title: Boiler Replacement FDES
Department: Winchester Public Schools
Budget Code: _____
Justification: Maintains existing service
Start Date (FY): FY 2021
End Date (FY): FY 2021

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

Project Description: Replacement of boilers at FDES, which have reached the end of their useful life.

Project Objectives/Status: Required for continuity of operations.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction		\$200						\$200
Equipment								
Total	\$0	\$200	\$0	\$0	\$0	\$0	\$0	\$200

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
School Fund		\$200						\$200
State								
Federal								
Other Revenue								
Total	\$0	\$200	\$0	\$0	\$0	\$0	\$0	\$200

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) To be determined.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan

Project Title: Roof Replacement FDES
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: Renovation of shingle roofing at FDES

Project Objectives/Status: Replacement of aged materials.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction							\$300	\$300
Equipment								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$300	\$300

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
School Fund							\$300	\$300
State								
Federal								
Other Revenue								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$300	\$300

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) To be determined.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan

Project Title: Generator Replacement
Department: Winchester Public Schools
Budget Code:
Justification: Maintains existing service
Start Date (FY): FY 2021
End Date (FY): FY 2023

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

Project Description: Generators are over 25 years old at elementary schools, too small to handle today's electrical requirements during an emergency, will replace and upgrade.

Project Objectives/Status: Replacement of aged materials.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction		\$150	\$150	\$150				\$450
Equipment								
Total	\$0	\$150	\$150	\$150	\$0	\$0	\$0	\$450

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
School Fund		\$150	\$150	\$150				\$450
State								
Federal								
Other Revenue								
Total	\$0	\$150	\$150	\$150	\$0	\$0	\$0	\$450

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) To be determined.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

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 Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction								
Equipment	\$420	\$350	\$350	\$350	\$350	\$350	\$850	\$3,020
Total	\$420	\$350	\$350	\$350	\$350	\$350	\$850	\$3,020

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
School Fund	\$420	\$350	\$350	\$350	\$350	\$350	\$850	\$3,020
State								
Federal								
Other Revenue								
Total	\$420	\$350	\$350	\$350	\$350	\$350	\$850	\$3,020

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) No operating impacts anticipated at this time.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan

Project Title: DMMS Partial Roof Replacement
Department: Winchester Public Schools
Budget Code:
Justification: Improves existing service
Start Date (FY): FY 2022
End Date (FY): FY 2022



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 2022.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction			\$100					\$100
Equipment								
Total	\$0	\$0	\$100	\$0	\$0	\$0	\$0	\$100

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
School Fund			\$100					\$100
State								
Federal								
Other Revenue								
Total	\$0	\$0	\$100	\$0	\$0	\$0	\$0	\$100

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) No operating impacts anticipated at this time.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan

Project Title: DMMS Football Field
Department: Winchester Public Schools
Budget Code:
Justification: Improves existing service
Start Date (FY): FY 2022
End Date (FY): FY 2023



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

Project Description: Create competition football/lacrosse/soccer field for Middle School.

Project Objectives/Status: Field is in poor quality due to overuse: will need to refurbish the groundwork, upgrade to goal posts, a scoreboard, and install bleachers.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction			\$75	\$75				\$150
Equipment								
Total	\$0	\$0	\$75	\$75	\$0	\$0	\$0	\$150

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
School Fund			\$75	\$75				\$150
State								
Federal								
Other Revenue								
Total	\$0	\$0	\$75	\$75	\$0	\$0	\$0	\$150

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$) No operating impacts anticipated at this time.								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

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 190 years old which gives Winchester the distinction of operating the third oldest distribution system in the U.S.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction	\$14,000	\$15,000	\$3,000	\$3,000	\$4,000	\$4,000	\$146,000	\$189,000
Equipment								
Total	\$14,000	\$15,000	\$3,000	\$3,000	\$4,000	\$4,000	\$146,000	\$189,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
Utilities Fund					\$4,000	\$4,000	\$146,000	\$154,000
Revenue Bonds	\$14,000	\$15,000	\$3,000	\$3,000				\$35,000
Total	\$14,000	\$15,000	\$3,000	\$3,000	\$4,000	\$4,000	\$146,000	\$189,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$)								
Revenue (-)								
Personnel								
Operating								
Debt Service		\$750	\$750	\$750	\$750	\$1,200	\$32,200	\$36,400
Total	\$0	\$750	\$750	\$750	\$750	\$1,200	\$32,200	\$36,400

Five-Year Capital Improvement Plan

Project Title: Water Meters/Sidewalk Replacements
Department: Public Services
Budget Code: 535-4803-448-86-04
Justification: Improves existing service
Start Date (FY): 2019
End Date (FY): 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 Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning								
Land								
Construction	\$16,000	\$7,000						\$23,000
Equipment								
Total	\$16,000	\$7,000	\$0	\$0	\$0	\$0	\$0	\$23,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
Utilities Fund								
Revenue Bonds	\$16,000	\$7,000						\$23,000
Total	\$16,000	\$7,000	\$0	\$0	\$0	\$0	\$0	\$23,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$)								
Revenue (-)								
Personnel								
Operating								
Debt Service			\$675	\$675	\$1,200	\$1,200	\$30,950	\$34,700
Total	\$0	\$0	\$675	\$675	\$1,200	\$1,200	\$30,950	\$34,700

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):	2022

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.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning	\$450							\$450
Land	\$150							\$150
Construction	\$200	\$9,000	\$2,000					\$11,200
Equipment								
Total	\$800	\$9,000	\$2,000	\$0	\$0	\$0	\$0	\$11,800

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
Utilities Fund								
Revenue Bonds	\$800	\$9,000	\$2,000					\$11,800
Total	\$800	\$9,000	\$2,000	\$0	\$0	\$0	\$0	\$11,800

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$)								
Revenue (-)								
Personnel								
Operating				TBD	TBD	TBD	TBD	
Debt Service			\$675	\$675	\$675	\$675	\$10,475	\$13,175
Total	\$0	\$0	\$675	\$675	\$675	\$675	\$10,475	\$13,175

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): 2021

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 Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning	\$500							\$500
Land								
Construction	\$3,500	\$3,000						\$6,500
Equipment								
Total	\$4,000	\$3,000	\$0	\$0	\$0	\$0	\$0	\$7,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
Utilities Fund								
Revenue Bonds	\$4,000	\$3,000						\$7,000
Total	\$4,000	\$3,000	\$0	\$0	\$0	\$0	\$0	\$7,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$)								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Five-Year Capital Improvement Plan

Project Title: Raw Water Storage Reservoir
Department: Public Services
Budget Code: 535-4802-448-83-41
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: Construction of a raw water storage reservoir near the water treatment plant.

Project Objectives/Status: To provide water during emergencies such as extreme drought or when the City would be unable to divert water from the river.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning							\$2,000	\$2,000
Land								
Construction							\$28,000	\$28,000
Equipment								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000	\$30,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
Utilities Fund								
Revenue Bonds							\$30,000	\$30,000
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000	\$30,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$)								
Revenue (-)								
Personnel								
Operating								
Debt Service								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

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): 2024

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

Project Description: This project consists of replacing the existing Tennyson booster pump station and Jefferson Street pump station with a single, new pump station. 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 and the Tennyson pump station that is not sized for future growth to be replaced with a single pump station with redundancy. Currently, both the Jefferson pump station and Tennyson pump station are alternately operated.

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning	\$50	\$200						\$250
Land								
Construction				\$4,000				\$4,000
Equipment								
Total	\$50	\$200	\$0	\$4,000	\$0	\$0	\$0	\$4,250

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
Utilities Fund	\$50	\$200						\$250
Revenue Bonds			\$0	\$4,000				\$4,000
Total	\$50	\$200	\$0	\$4,000	\$0	\$0	\$0	\$4,250

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$)								
Revenue (-)								
Personnel								
Operating								
Debt Service					\$75	\$112	\$2,018	\$2,205
Total	\$0	\$0	\$0	\$0	\$75	\$112	\$2,018	\$2,205

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): TBD

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 stations 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 Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning	\$300	\$100	\$100	\$100	\$100	\$100	\$400	\$1,200
Land								
Construction		\$3,000		\$1,500	\$1,500	\$1,500	\$6,400	\$13,900
Equipment								
Total	\$300	\$3,100	\$100	\$1,600	\$1,600	\$1,600	\$6,800	\$15,100

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
Utilities Fund						\$1,600	\$6,800	\$8,400
Revenue Bonds	\$300	\$3,100	\$100	\$1,600	\$1,600			\$6,700
Total	\$300	\$3,100	\$100	\$1,600	\$1,600	\$1,600	\$6,800	\$15,100

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$)								
Revenue (-)								
Personnel								
Operating								
Debt Service			\$125	\$225	\$225	\$450	\$7,795	\$8,820
Total	\$0	\$0	\$125	\$225	\$225	\$450	\$7,795	\$8,820

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 Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Cost Estimate (in thousands \$)								
Planning							\$2,000	\$2,000
Land								
Construction							\$18,000	\$18,000
Equipment								
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000	\$20,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Funding Sources (in thousands \$)								
General Fund								
GO Bonds								
Utilities Fund								
Revenue Bonds							\$20,000	\$20,000
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000	\$20,000

	Prior Years	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Future	Project Total
Operating Impacts (in thousands \$)								
Revenue (-)								
Personnel								
Operating								
Debt Service							\$30,000	\$30,000
Total	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000	\$30,000



EQUIPMENT REPLACEMENT PLAN FY 2021 – FY 2025



Equipment Replacement Plan

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. However, due to the economic uncertainty caused by COVID-19 the FY 2020 plan has been drastically reduced or suspended. The City plans to resume replacing equipment once the economy and the City's revenue streams recover.

Flexibility of the plan is established through annual review and revision, if necessary. This five-year planning document along with the policy replacement criteria was developed by the Finance Department and represents the combined efforts of all city departments.

Equipment Replacement Plan

Equipment Replacement Plan FY 2021 – FY 2025

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.

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.

Equipment Replacement Plan

City of Winchester Equipment Replacement Plan FY 2021 - FY 2025

DEPARTMENT SUMMARY

Department	2021	2022	2023	2024	2025	Total
Sheriff	-	68,000	70,000	70,000	72,000	280,000
Police	-	295,320	246,100	310,000	320,000	1,171,420
Fire	-	100,000	150,000	900,000	120,000	1,270,000
Zoning & Inspections	-	22,000	24,000	25,000	25,000	96,000
Emergency Management	-	-	33,000	-	-	33,000
Refuse	-	225,000	-	205,000	-	430,000
Highway Maintenance	-	240,000	255,000	100,000	185,000	780,000
Parks & Recreation	-	9,000	9,000	9,000	10,000	37,000
Social Services	25,000	25,000	20,000	20,000	25,000	115,000
Transit	-	-	340,000	-	-	340,000
Equipment Fund	55,000	-	-	-	-	55,000
Public Services	-	740,000	-	-	150,000	890,000
Grand Total	80,000	1,724,320	1,847,100	1,711,000	1,447,000	6,809,420

Equipment Replacement Plan

City of Winchester Equipment Replacement Plan 2021 - 2025 *Equipment by Year*

			Cost/Funding Source		
Department	Requested	New Equipment	General Fund	Other	Total
<u>2021</u>					
Social Service	2011 Chevy Impala	Sedan/Small SUV	-	25,000	25,000
Equipment Fund		Forklift	-	55,000	55,000
Total for 2021			-	80,000	80,000
<u>2022</u>					
Sheriff	2007 Impala	Sedan	34,000	-	34,000
Sheriff	2008 Ford	Pickup Truck	34,000	-	34,000
Police	Police Vehicles (6)	Police Vehicles (6)	295,320	-	295,320
Fire & Rescue	'07 Ford Explorer 4x4	4x4 SUV	50,000	-	50,000
Fire & Rescue	'08 Ford Explorer 4x4	4x4 Pickup Truck	50,000	-	50,000
Refuse	2003 Refuse Truck	Refuse Truck	225,000	-	225,000
Highway - Streets	2002 GMC Truck	Pickup Truck	70,000	-	70,000
Highway - Streets	'99 GMC Dump Truck	Dump Truck	140,000	-	140,000
Highway - Streets	2011 Salt Spreaders -2	Salt Spreaders – 2	30,000	-	30,000
Parks & Recreation	Hustler Super Z #1	Zero Turn Mower	9,000	-	9,000
Zoning	2005 Ford Taurus	SUV	22,000	-	22,000
Social Services	2012 Ford Escape	Sedan	-	25,000	25,000
PS-Utilities Distribution	2007 Camera Truck	Camera Truck	-	350,000	350,000
PS-Utilities Distribution	2005 Van #292	Pickup Truck	-	45,000	45,000
PS-Utilities Distribution	Case Tractor	4x4 Tractor w/cab	-	80,000	80,000
PS-Utilities Distribution	2005 Ford Truck (2)	Pickup Trucks (2)	-	95,000	95,000
PS-Utilities Maint	2002 GMC Van	Pickup Truck	-	45,000	45,000
PS-Utilities Maint	2002 Ford Diesel	Pickup Truck	-	45,000	45,000
PS-OWRF	2001 GMC 2500 HD	Pickup Truck	-	45,000	45,000
PS-OWRF	2007 Chevy	Pickup Truck	-	35,000	35,000
Total for 2022			959,320	765,000	1,724,320
<u>2023</u>					
Sheriff	2011 Ford Sedan	SUV	35,000	-	35,000
Sheriff	2014 Ford Sedan	SUV	35,000	-	35,000
Police	Police Vehicles (5)	Police Vehicles (5)	246,100	-	246,100
Fire & Rescue	2010 Ford SUV	4x4 SUV	50,000	-	50,000
Fire & Rescue	2010 Ford SUV	4x4 SUV	50,000	-	50,000
Fire & Rescue	2006 4300 Transtar	International	750,000	-	750,000
Inspections	2005 Chevy Malibu	SUV	24,000	-	24,000
Emerg Management	2004 Ford Explorer	SUV	33,000	-	33,000
Parks & Recreation	Zero Turn Mower #4	Zero Turn Mower	9,000	-	9,000
Highway - Streets	2002 Dump Truck	Dump Truck	135,000	-	135,000



Equipment Replacement Plan

Department	Requested	New Equipment	Cost/Funding Source		
			General Fund	Other	Total
<u>2023 - continued</u>					
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
Total for 2023			1,521,100	326,000	1,847,100
<u>2024</u>					
Sheriff	2016 SUV	SUV	35,000	-	35,000
Sheriff	2010 Ford Sedan	SUV	35,000	-	35,000
Police	Police Vehicles (5)	Police Vehicles (5)	310,000	-	310,000
Fire & Rescue	2014 Chevy Tahoe	4x4 SUV	60,000	-	60,000
Fire & Rescue	Physio Control LifePak	Ph	300,000	-	300,000
Fire & Rescue	68 Motorola Radios	68 Radios	612,000	-	612,000
Inspections	2008 Chevy Colorado	Light Pickup Truck	25,000	-	25,000
Refuse	Refuse Truck	Refuse Truck	205,000	-	205,000
Parks & Recreation	Zero Turn Mowers #5	Zero Turn Mower	9,000	-	9,000
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	2013 Dodge Avenger	Sedan	-	20,000	20,000
Total for 2024			1,691,000	20,000	1,711,000
<u>2025</u>					
Sheriff	2014 Dodge Charger	SUV	36,000	-	36,000
Sheriff	2014 Dodge Charger	SUV	36,000	-	36,000
Police	Police Vehicles (6)	Police Vehicles (6)	320,000	-	320,000
Fire & Rescue	1990 International	4900 HazMat	600,000	-	600,000
Fire & Rescue	2017 Chevy 3500 HD	4x4 HD Truck	60,000	-	60,000
Inspections	2011 Ford Ranger	Light Pickup Truck	25,000	-	25,000
Highway - Streets	Dump Truck	Dump Truck	140,000	-	140,000
Highway - Streets	2008 Ford F550	Pickup	45,000	-	45,000
Parks & Recreation	Hustler Zero Turn #3	Zero Turn Mower	10,000	-	10,000
Social Services	2014 Jeep Compass	Small SUV	-	25,000	25,000
Public Services			-	150,000	150,000
Total for 2025			1,272,000	175,000	1,447,000
Grand Total			5,443,420	1,366,000	6,809,420

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 voice recorder equipment in the Emergency Communications Center. The plan also includes the continued replacement of computer hardware and software.

FY 2021 INFORMATION TECHNOLOGY PLAN SUMMARY

Projects	Adopted
Emergency Communications Center – NICE NRX Recorder Replacement	87,700
Total Adopted ITP	87,700

Health/Dental Insurance Plans and Rates

City of Winchester FY 2021 Local Choice Medical Insurance Rates Including Delta Dental & Blue View Vision Coverage

LC Key Advantage 500				
Calendar Year Deductible		\$500 per member \$1,000 per family		
Out-of-pocket maximum		\$4,000 per member \$8,000 per family		
	Monthly Expected Rates	Employer Contribution	%	Employee Contribution
Employee Only	659.00	631.00	96%	28.00
Employee Plus 1	1,218.00	1,027.84	84%	190.16
Employee/Family	1,778.00	1,312.08	74%	465.92
	Bi-Weekly Expected Rates	Employer Contribution	%	Employee Contribution
Employee Only	304.15	291.23	96%	12.92
Employee Plus 1	562.15	474.39	84%	87.76
Employee/Family	820.62	605.58	74%	215.04

LC Key Advantage 1000					
Calendar Year Deductible		\$1,000 per member \$2,000 per family			
Out-of-pocket maximum		\$5,000 per member \$10,000 per family			
	Monthly Expected Rates	Employer Contribution	%	Employee Contribution	%
Employee Only	631.00	631.00	100%	-	0%
Employee Plus 1	1,168.00	1,027.84	88%	140.16	12%
Employee/Family	1,704.00	1,312.08	77%	391.92	23%
	Bi-Weekly Expected Rates	Employer Contribution	%	Employee Contribution	%
Employee Only	291.23	291.23	100%	-	0%
Employee Plus 1	539.08	474.39	88%	64.69	12%
Employee/Family	786.46	605.58	78%	180.89	23%

Debt Summary

Summary of Outstanding Debt

As of June 30, 2020

ISSUE	PURPOSE	AMOUNT ISSUED	ISSUE DATE	MATURITY DATE	BALANCE CITY/SCH	BALANCE UTILITIES
<u>General Obligation Debt</u>						
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	12,830,187	2,124,813
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	20,620,585	4,344,415
Public Improvement Bond Series 2013	Finance General fund projects and schools capital projects	24,265,000	10/30/2013	9/1/2033	3,330,000	
Public Improvement Bond Series 2014	Finance General fund projects and schools capital projects	14,685,000	10/30/2014	9/1/2037	3,740,000	
Public Improvement Bond Series 2015	Finance General fund projects and schools capital projects	7,075,000	10/28/2015	5/1/2035	5,845,000	
Public Improvement Bond Series 2016	Finance General fund projects and schools capital projects	7,400,000	8/1/2016	8/1/2037	6,670,000	
Public Improvement and Refunding Bond Series 2017	Finance General fund projects and schools capital projects	16,660,000	7/18/2017	9/1/2033	16,660,000	
Public Improvement and Refunding Bond Series 2019	Finance General fund projects and schools capital projects	15,000,000	10/15/2019	3/1/2040	15,000,000	
HUD 108 Loan	Sidewalks	1,000,000	5/10/2019	8/1/2028	600,000	
<u>Revenue Bonds</u>						
Revenue bonds- VRA Series 2009B	Utilities Capital Projects	12,295,000	11/1/2009	10/2/2029		7,600,000
Revenue bonds- VRA Series 2010C	Utilities Capital Projects	12,165,000	11/1/2010	10/1/2031		615,000
Revenue bonds- VRA Series 2011A	Utilities Capital Projects	1,500,000	10/25/2011	9/1/2042		1,253,354
Revenue bonds- VRA Series 2011B	Utilities Capital Projects	19,470,000	10/16/2011	10/1/2032		1,680,000
Revenue bonds- VRA Series 2015A	Utilities Capital Projects	14,810,000	4/28/2015	4/1/2030		14,055,000



FY 2021 Budget

Debt Summary

Summary of Outstanding Debt

As of June 30, 2020

ISSUE	PURPOSE	AMOUNT ISSUED	ISSUE DATE	MATURITY DATE	BALANCE CITY/SCH	BALANCE UTILITIES
Revenue Debt - continued						
Revenue bonds- VRA Series 2017A	Utilities Capital Projects	13,115,000	4/28/2017	4/1/2033		13,020,000
Revenue bonds- VRA Series 2018A	Utilities Capital Projects	37,725,000	5/23/2018	10/1/2039		37,725,000
Revenue bonds- VRA Series 2019A	Utilities Capital Projects	6,555,000	9/20/2019	4/1/2030		6,555,000
FWSA Opequon Water Facility Obligations	Obligations Payable- FWSA	55,954,557	4/1/2004	10/1/2042		34,243,545
Total - All Outstanding Bonds		320,014,557			85,295,772	123,216,126

Legal Debt Margin Information

Last Five Fiscal Years

	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Debt Limit	298,175,246	299,572,546	300,004,355	320,287,966	321,224,942
Total Net Debt Applicable to Limit	106,210,407	105,885,838	104,449,458	95,354,720	85,790,000
Legal Debt Margin	191,964,839	193,686,708	195,554,897	224,933,246	235,434,942
Total Net Debt Applicable to Limit as a % of Debt Limit	35.62%	35.35%	34.82%	29.77%	26.71%

Legal Debt Margin Calculation for Fiscal Year 2019

Assessed Value of Real Property	3,212,249,424
Debt Limit - 10%	321,224,942
Amount of Debt Applicable to Debt Limit	
General Obligation Bonds	85,790,000
Legal Debt Margin	235,434,942

Debt Summary

Governmental Activities Principal and Interest Schedule

Year Ending June 30	General Fund			Winchester Public Schools			Total Governmental Activities Debt Service
	Principal	Interest	Total General Fund Debt Service	Principal	Interest	Total WPS Debt Service	
2021	2,125,908	853,412	2,979,319	6,247,763	2,343,352	8,591,115	11,570,434
2022	2,202,114	779,779	2,981,893	6,489,528	2,092,508	8,582,036	11,563,929
2023	1,804,829	709,589	2,514,418	6,868,306	1,822,139	8,690,445	11,204,863
2024	1,864,811	648,768	2,513,579	6,693,389	1,540,932	8,234,321	10,747,900
2025	1,847,493	586,962	2,434,455	6,471,487	1,239,073	7,710,560	10,145,015
2026	1,913,849	520,829	2,434,678	5,490,621	954,237	6,444,859	8,879,537
2027	1,386,738	463,397	1,850,135	3,238,937	747,026	3,985,962	5,836,098
2028	1,427,496	415,491	1,842,987	1,987,504	625,500	2,613,004	4,455,991
2029	1,347,910	368,301	1,716,211	1,642,090	542,531	2,184,621	3,900,832
2030	1,384,641	324,222	1,708,863	1,715,359	472,402	2,187,761	3,896,624
2031	1,424,337	276,734	1,701,071	1,795,663	392,688	2,188,351	3,889,422
2032	1,464,725	227,655	1,692,380	1,880,275	309,569	2,189,844	3,882,224
2033	1,517,815	178,779	1,696,594	1,957,185	229,297	2,186,482	3,883,076
2034	1,553,291	134,473	1,687,764	2,031,709	156,081	2,187,790	3,875,554
2035	1,148,671	97,831	1,246,502	621,329	109,752	731,081	1,977,583
2036	769,565	69,139	838,704	575,435	91,473	666,908	1,505,612
2037	785,052	49,695	834,747	589,948	74,210	664,158	1,498,905
2038	370,854	34,388	405,242	609,146	56,512	665,658	1,070,900
2039	381,979	23,263	405,242	628,021	38,237	666,258	1,071,500
2040	393,439	11,803	405,242	646,561	19,397	665,958	1,071,200
	27,115,518	6,774,508	33,890,026	58,180,254	13,856,917	72,037,171	105,927,197

Debt Summary

Business-Type Activities Principal and Interest Schedule

Year Ending June 30	Utilities Fund			Winchester Parking Authority			Total Business- Type Activities
	Principal	Interest	Total Utilities Debt Service	Principal	Interest	Total WPA Debt Service	
2021	4,701,017	2,311,924	7,012,941	277,600	243,353	520,953	7,533,894
2022	4,789,245	2,087,386	6,876,631	285,400	233,078	518,478	7,395,109
2023	4,458,989	1,862,586	6,321,575	297,900	222,433	520,333	6,841,908
2024	4,565,196	1,639,998	6,205,194	305,200	211,426	516,626	6,721,820
2025	4,690,728	1,404,980	6,095,708	317,100	200,069	517,169	6,612,877
2026	4,806,589	1,160,375	5,966,964	328,800	188,282	517,082	6,484,046
2027	4,561,776	915,806	5,477,582	340,100	176,074	516,174	5,993,756
2028	4,443,885	704,938	5,148,824	351,100	163,460	514,560	5,663,383
2029	4,625,363	504,324	5,129,687	366,700	150,360	517,060	5,646,747
2030	3,856,885	314,125	4,171,010	376,900	136,789	513,689	4,684,700
2031	2,183,453	181,633	2,365,087	391,700	122,762	514,462	2,879,549
2032	1,440,069	98,096	1,538,165	406,000	108,204	514,204	2,052,369
2033	1,491,733	42,669	1,534,402	419,800	93,133	512,933	2,047,336
2034	58,448	18,532	76,980	438,100	77,477	515,577	592,557
2035	60,215	16,766	76,980	450,800	61,254	512,054	589,035
2036	62,035	14,946	76,980	468,000	44,486	512,486	589,467
2037	63,910	13,071	76,980	484,500	27,103	511,603	588,583
2038	65,841	11,139	76,980	500,300	9,130	509,430	586,411
2039	67,831	9,149	76,980	-	-	-	76,980
2040	69,882	7,099	76,980	-	-	-	76,980
2041	71,994	4,987	76,980	-	-	-	76,980
2042	74,170	2,811	76,980	-	-	-	76,980
2043	38,317	569	38,886	-	-	-	38,886
	51,247,570	13,327,910	64,575,480	6,806,000	2,468,875	9,274,875	73,850,355

CITY OF WINCHESTER DEBT OBLIGATION POLICY

Adopted December 9, 2003

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

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 Anticipation Note (TAN) – A short-term debt security issued by a municipal government to finance current operations before tax revenues are received. When the issuer collects the taxes, the proceeds are then used to retire debt.

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.