



# FY 2022 ADOPTED BUDGET



JULY 1, 2021-JUNE 30, 2022



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Winchester  
Virginia**

For the Fiscal Year Beginning

**July 1, 2020**

*Christopher P. Morill*

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Winchester, Virginia, for its Annual Budget for the fiscal year beginning July 1, 2020. 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.

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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 FY 2022 Adopted 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 budget development process for FY 2022 began in November 2020 when City Offices and Departments began developing their budget requests. In response to the ongoing COVID-19 pandemic City Offices and Departments were asked to carefully review their budgets and recommend cuts where possible, excluding mandatory and contractual obligations. These requests were submitted to the City's Finance Department by December 31, 2020 and totaled \$98,910,496, an increase of \$8,691,596 when compared to the current fiscal year. Individual meetings were held with departments and offices to review their budget requests in January and February 2021, resulting in the Adopted Budget that is presented in this document.

City staff will continue to closely monitor revenues and expenditures during the fiscal year, due to the ongoing economic impacts of the COVID-19 pandemic and bring back to City Council any necessary budget adjustments to the FY 2022 Adopted Budget. In addition, the City has received grant funds through the Federal Government under the American Rescue Plan Act (ARPA) in the coming fiscal year and a spending plan for these funds will be presented to City Council in the upcoming months.

### **Disciplined Fiscal Policies:**

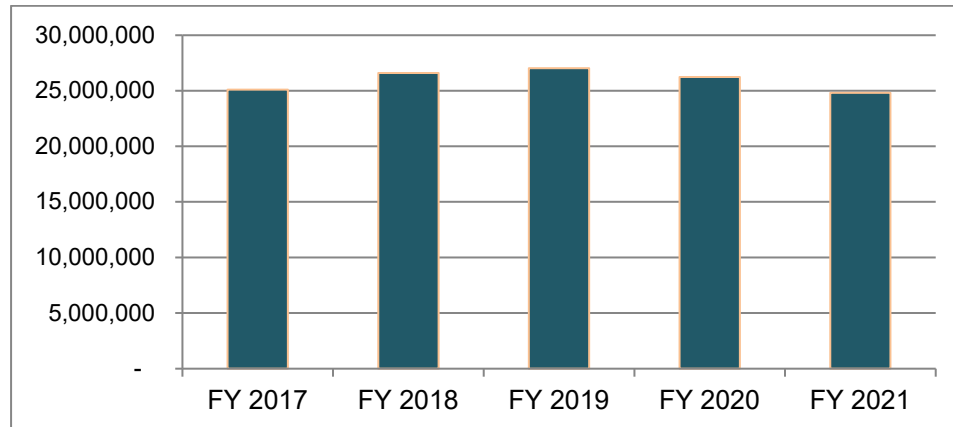
City staff is mindful of Council's adopted financial policies and have developed this budget to not only adhere to our policies but have also implemented measures to ensure future compliance from a fiscal perspective. Therefore, this budget has been developed with an emphasis placed on adherence to the three principals of sound financial planning:

- Fund Balance Policy
- Debt Policy
- Investment Policy

The City's healthy fund balance and our disciplined fiscal policies have resulted in the City of Winchester receiving the highly coveted AAA bond rating. The City's total fund balance is projected to be \$24.8 million at the end of FY 2021, or approximately 27.8% of general fund expenditures; unassigned fund balance is projected to be \$19.9 million or 22.3% of general fund expenditures. 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 2017 – FY 2021\*



\*FY 2021 Projected Fund Balance.

### Revenues:

Based on the consensus of Council, the FY 2022 Adopted Budget was developed based on the real estate tax rate of 93¢ per \$100 of assessed value. The City's biennial real estate reassessment was completed in 2021, with taxable real estate assessed values growing 5.8% over the two-year period. Each one cent increase in the real estate tax rate generates approximately \$340,000 in revenue. The real estate tax rate of 93¢ per \$100 of assessed value is projected to generate \$1,360,000 of additional revenue.

In addition, we have included a proposed increase to the solid waste fee from the current rate of \$5.00 per month to an options based model based on container size \$6.00 (35-gallon container), \$8.00 (65-gallon container) and \$10.00 (95-gallon container) per month, which is projected to generate an additional \$294,000 the first year. The new container program will modernize and partially automate our solid waste collection system. A major goal of the new program is to enhance employee safety and reduce employee injuries. In addition, the increased revenue generated will be used to offset costs for ongoing solid waste equipment replacement. The increased fee will be implemented over a three-year period as follows:

Container Size	Monthly Fee 7/1/2022	Monthly Fee 7/1/2023	Monthly Fee 7/1/2024
35-gallon	\$6.00	\$7.00	\$8.00
65-gallon	\$8.00	\$9.00	\$10.00
95-gallon	\$10.00	\$11.00	\$12.00

We have conservatively estimated revenues and continue to budget expenditures as cautiously as possible. Year-to-date FY 2021 revenue numbers are on target and some areas are exceeding projections. At the end of FY 2021, we are projecting a decrease in the General Fund unassigned fund balance of \$1.6 million to \$19.9 million (22.3% of



## City Manager's Message

General Fund Expenditures). This decrease is due to the planned expenditure of \$2.3 million of reserves for capital projects. Based on an analysis of current revenues, we have projected a modest increase for FY 2022 local funds revenue (\$993,100), which is attributed to positive trends in real estate and sales taxes. Additionally, we are projecting an increase of \$187,250 from state revenue sources. Federal contributions and use of fund balance are projected to decrease by **(\$481,350)**.

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

The FY 2022 Adopted 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 FY 2022 General Fund Adopted expenditure budget increases \$2.3 million, or 2.6% over the FY 2021 Adopted Budget. Since the FY 2021 Adopted Budget was developed to conservatively address the economic uncertainty caused by the COVID-19 pandemic, the operating and capital expenditure budgets were significantly reduced, unfunded or delayed. The FY 2022 increase in expenditures is mainly funded by projected revenue increases from real estate assessments (\$1.9 million). The FY 2022 Adopted Budget begins to restore City funding to preCOVID-19 levels with a concentration on employee compensation (\$0.9 million), public safety (\$0.4 million) and education funding (\$0.7 million). The increases to the adopted FY 2022 Budget enable the City to improve City operations along with the quality of life and our economic environment.

The following are some of the major increases/(decreases) to the core services included in the proposed budget:

- 4.0 percent COLA increase and a 2.0 percent adjustment to the pay scale (total cost of \$913,600 to the General Fund). These salary enhancements support City efforts to remain competitive with surrounding localities and assists our recruitment and retention efforts.
- The City participates in the State's Virginia Retirement System (VRS) which increased the City's contribution rate from 8.99% to 10.23%. The State sets the locality contribution rate each year. This increase amounts to \$237,516 in the General Fund for FY 2022.
- The City re-bid it's contract for health insurance and was able to achieve savings of **(\$164,216)** for health insurance payments in the General Fund.
- Costs associated with the Comprehensive Services Act (CSA) program in our Social Services Fund continue to rise, driven by an increase in demand for services and vendor costs. These costs are partially reimbursed by the State, the General Fund increase for FY2022 is \$118,440.
- Increase of \$233,600 in personnel changes in the General Fund, including the three (3) new firefighter positions and over-time and part-time increases.

## City Manager's Message

### **Funding for Core Services - continued:**

- Increase of \$264,200 in department operating budgets
- The City participates in the Northwestern Regional Adult Detention Center and the jail operating costs are allocated between the participating jurisdictions based on usage, the City allocation increased \$126,368 for FY 2022.
- Increase of \$700,000 or 2.3% (total funding \$31,309,102) for the Winchester Public Schools (WPS). The WPS requested an increase of \$2,493,372 or 4.2%. The City is the major source of revenue (43.86%) for WPS along with State and Federal sources.

In addition, the FY 2022 Adopted Budget leverages savings from debt refunding and a temporary reduction in General Fund Transit support due to Federal COVID funding. The following items are funded with these one-time funds:

Department	One-Time Items	Amounts
Information Technology	Network/Server Infrastructure	\$ 214,900
Elections	Election Operations	26,500
Sheriff	Vehicles (1)	40,000
Police	Vehicles (4)	186,000
Fire Department	Gear for new Firefighters	64,000
Fire Department	Paramedic Training	50,000
Facilities Maintenance	Timbrook Security System	60,000
Human Resources	One-time Essential Training	17,200
Debt Payments	2020 Bond Payments	373,800
<b>Total</b>		<b>\$1,032,400</b>

### **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. Each year City departments analyze staffing needs and submit personnel requests along with justifications to the City Manager. The City Manager reviews all personnel requests and makes recommendations to City Council. There were 28 new position requests for FY 2022.

## City Manager's Message

### **Staffing – continued:**

As a result of the staffing analysis, the FY 2022 Adopted Budget includes eighteen new positions as follows:

Department	Positions	Amount
Fire Department	Firefighters (3)	\$ 173,200
Police Department	Emergency Communications Supervisor	61,500
Facilities	Custodian (1/2 year)	19,000
Facilities	Maintenance Technician (1/2 year)	22,400
Planning/Zoning	Office Assistant (Part-time to Full-Time)	29,800
Social Services	Family Services Supervisor	81,100
Social Services	Family Services Specialists (4)	247,600
Social Services	Human Services (2) (Part-time to Full-time)	46,100
Tourism	Visitor Center Coordinator (Part-time to Full-time)	0
Utilities	Administrative Assistant I (1/2/ year)	30,700
Utilities	Water Treatment Operator (2)	88,400
<b>Total</b>		<b>\$ 799,800</b>

A study of the City's Fire and Rescue services was conducted in 2020 which indicated a need for the City's fire apparatus to have adequate staffing. The addition of three (3) new firefighter positions will move the department toward achieving a minimum of three personnel on each fire suppression apparatus. In addition to the three (3) new firefighter positions approved in this budget; the City has applied for a Staffing for Adequate Fire and Emergency Response (SAFER) federal grant to add seven (7) additional firefighter positions. These additional positions will allow the City's Fire Department to meet department goals for staffing and enhance public safety.

The additional positions support the City's strategic plan goals to enhance the quality of life for residents and improve City services. The additional Emergency Communications Supervisor will oversee operational personnel and improve communications within the Emergency Communications Center and allow for succession planning. The two Facilities Maintenance positions and the new Utilities Administrative Assistant will be assigned to the new Public Works facility that will be finished at the end of 2021. The Office Assistant position in Planning/Zoning will improve customer service by providing citizens with needed information and directions. The seven new positions in Social Services will greatly improve caseload management to allow the department to meet stringent federal regulations and state mandates. Grant funding from the Families First



## City Manager's Message

### **Staffing – continued:**

Act will help fund three of the seven Social Services positions (\$164,607). The Visitor Center Coordinator will improve customer service at the Visitor Center. Finally, the two Water Treatment Operators will allow the Water Treatment Plant to operate more efficiently and reduce overtime.

### **Equipment Replacement:**

The City recognizes the importance of providing employees with the tools they need to do their jobs effectively and efficiently, which is included in Goal 4 of the City's adopted strategic plan. Therefore, the City implemented a Five-Year Equipment Replacement Plan in FY 2013 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. In FY 2021, due to the projected negative economic impacts of the COVID-10 pandemic, the City eliminated General Fund funding for equipment replacement. While, the FY 2022 General Fund allocation for equipment replacement includes \$226,000, these are one-time funds from debt refunding savings. The City will strive to replace the one-time funds with dedicated funding in the FY 2023 budget. The equipment replacement plan is detailed in the Five-Year Equipment Replacement Plan section of this budget.

### **Capital Improvement Plan (CIP):**

The CIP is a five-year plan for investment in facilities, transportation, schools, water, sewer, and stormwater infrastructure. Major projects that have recently been completed or are under construction include Handley Library Renovation, Creamery Building, Emil & Grace Shihadeh Innovation Center, and the Douglass Community Learning Center. These projects are mainly funded with general obligation bonds or reserves.

Transportation projects are funded mainly by federal and state grants and general obligation bonds. Ongoing projects include the final phase of the Green Circle Trail which started in 2009 and is an on-going project to construct a recreational trail around and through the City of Winchester for walking, jogging and bicycling. Other road and storm drainage improvement projects include North Cameron Street Drainage and Valley Avenue Drainage and Sidewalk improvements.

Utility projects are funded mainly by revenue bonds paid for by the water and sewer fees collected by the Utilities Fund. The City operates the third oldest distribution system in the United States, some of the existing water pipes are over 190 years old. Therefore, replacing existing water lines or lining existing sewer mains that are old and in poor condition is a necessity and is an ongoing project well into future years.

## City Manager's Message

### **Capital Improvement Plan (CIP) - continued:**

The FY 2022 budget includes the following CIP projects to be funded with a \$12.8 million general obligation bond issuance:

<b>Projects</b>	<b>Amounts</b>
Sidewalk Improvements	\$ 3,000,000
City-wide Paving Improvements	2,000,000
Green Circle Trail – Phase IV	1,200,000
North Cameron Drainage – Phase II	1,400,000
Millwood Avenue Traffic Improvements	200,000
Building Acquisition	5,000,000
<b>Total</b>	<b>\$ 12,800,000</b>

The CIP projects are described in the Five-Year Capital Improvements Plan section of this budget.

### **Capital Reserves**

In 2012, the City amended the 2003 adopted Fund Balance policy to ensure that the City maintains a stable financial base. This policy requires that the City establish and keep an unassigned fund balance of 20% of the General Fund expenditures. In addition, a capital reserve of \$500,000 was established at the end of FY 2014. As of June 30, 2021, the capital reserve is \$1,300,000. As stated earlier, we project a healthy fund balance at the end of FY 2021 of \$24.8 million (27.8% of General Fund expenditures). The \$1.4 million or 5.4% decrease from FY2020 was a planned use of reserves for capital improvement projects, including the Handley Library renovation.

### **Unfunded Requests**

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:

<b>Unfunded Requests</b>	<b>Amount</b>
Equipment requests	\$ 2,544,300
Personnel requests	399,900
Operating request	462,223
Information Technology requests	405,400
School operating requests	1,800,000
<b>Total Unfunded Requests*</b>	<b>\$ 5,611,823</b>

\*5.7% of Original Budget Requests

## City Manager's Message

### **Issues for the Future:**

The City has many challenges and opportunities as we look to the future.

- We would be overly optimistic if we did not anticipate future funding cuts from the State such as, K-12 education, reduced revenue sharing as well as increases in unfunded mandates.
- The City's OPEB funds are currently fully funded based on the market value of the trust funds and the City's funding policy. In FY 2022, the City expects to continue to see healthy returns on plan investments. If current trends hold, the City will be able to draw funds from the trust to pay current year retiree health insurance premiums freeing up operating funds for other critical needs.
- Economic development and private investment in the City are critical to generating the revenue necessary to provide critical services to its citizens, such as public safety and infrastructure. The City should encourage and promote redevelopment and new construction through economic development tools which increase property values and enable the City to sustain services and infrastructure without rate increases.
- The City offers competitive benefits and insurance rates for its employees and has locked in the FY 2021 health insurance rates through FY 2022. Health insurance premiums continue to rise, so the City will need to review its benefits and look for innovative ways to remain an employer of choice in the region.
- The City's current strategic plan was developed in 2016 and updated in 2018. City Council and staff are currently working with a consultant to update the strategic plan goals and objectives based on public feedback.

The City of Winchester continues to achieve the strongest AAA credit rating from Standards & Poor's, an Aa2 rating from Moody's Investors Service and AA+ from Fitch Ratings. Sound financial management and policies pave the way for accomplishing the City's goals, such as maintaining a fund balance of at least 20% of expenditures, building a capital reserves fund for future investments in capital projects, and using one-time money such as grants and fund balance only for one-time expenditures and not for ongoing expenses.

I am extremely fortunate to be assisted by an unrivaled team who were instrumental in creating this budget for your consideration. Mary Blowe, Deputy City Manager and Chief Financial Officer and Celeste Broadstreet, Director of Finance, 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.



## City Manager's Message

In conclusion, the City of Winchester's FY 2022 Adopted 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.

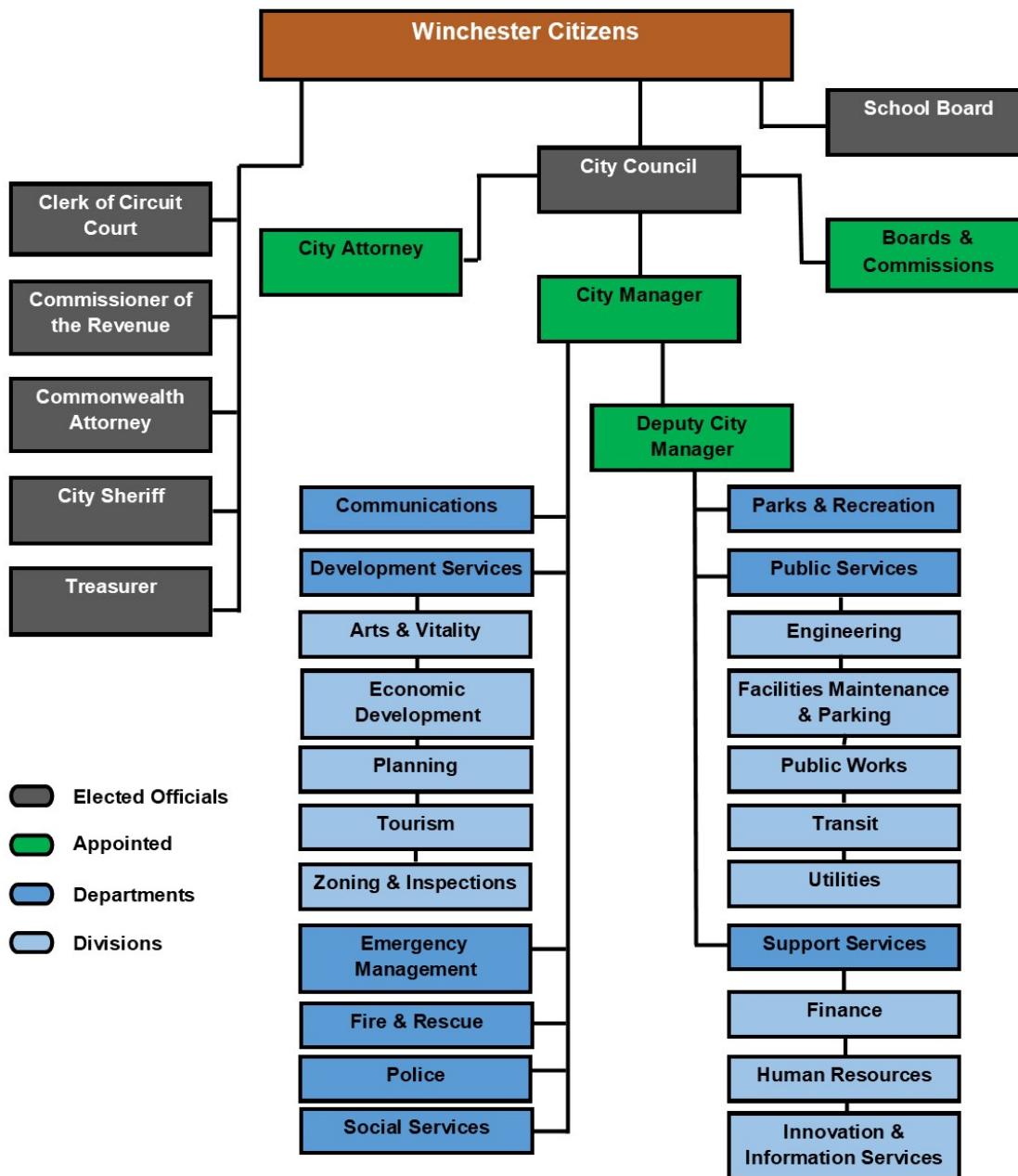
Respectfully submitted,

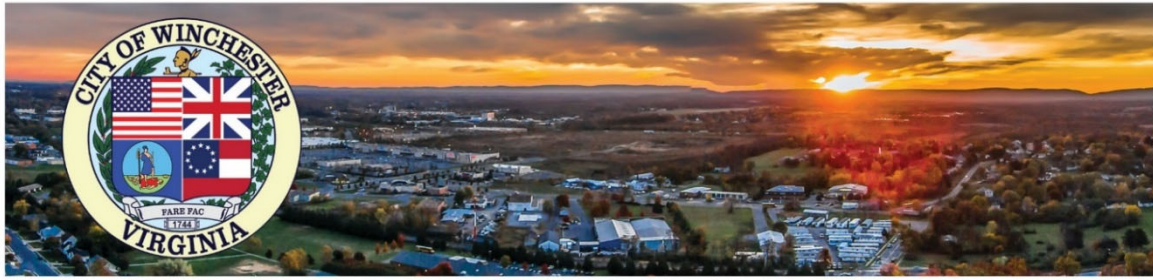


Dan Hoffman  
City Manager

# Organizational Chart

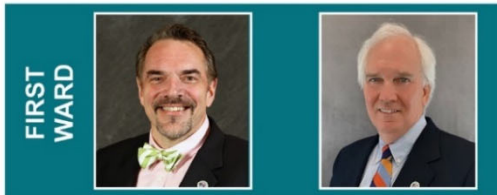
## CITY OF WINCHESTER ORGANIZATIONAL CHART





## 2021 Council Officers

Mayor and President:  
John David Smith, Jr.  
Vice-Mayor: John Hill  
Vice-President: Kim Herbstritt



FIRST  
WARD

**Les Veach**

*First Elected 2008*

**Richard Bell**

*Appointed 2020*



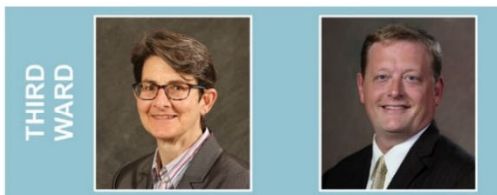
SECOND  
WARD

**Evan Clark**

*First Elected 2006*

**John Hill**

*First Elected 2008*



THIRD  
WARD

**Kim Herbstritt**

*First Elected 2018*

**Corey Sullivan**

*First Elected 2014*



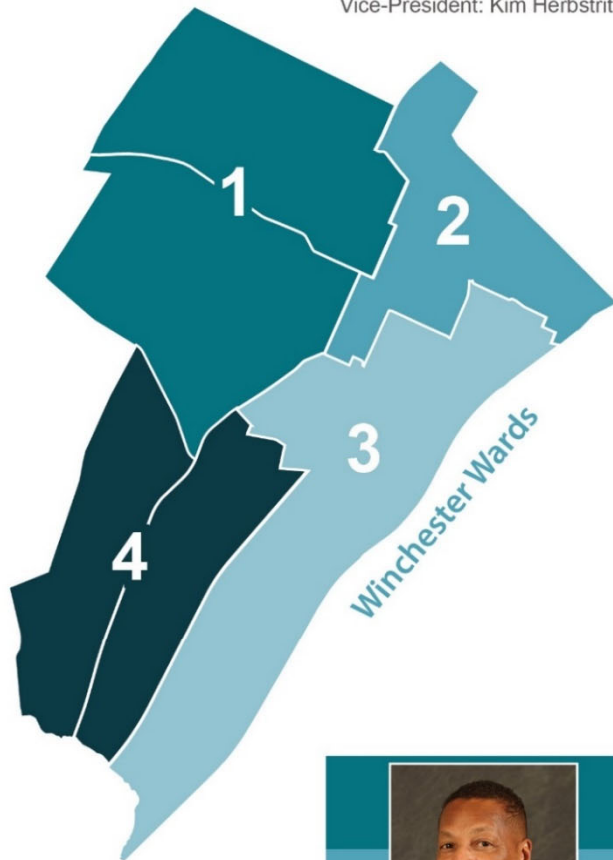
FOURTH  
WARD

**Judy McKiernan**

*First Elected 2018*

**Phil Milstead**

*First Elected 2020*



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



**CITY OF WINCHESTER, VIRGINIA  
ADOPTED BUDGET**

Fiscal Year  
July 1, 2021 through June 30, 2022



**BUDGET OFFICIALS**

Dan Hoffman, City Manager  
Mary M. Blowe, Deputy City Manager and Chief Financial Officer  
Celeste R. Broadstreet, Finance Director and Real Estate Administrator

## Budget Overview

The City of Winchester's budget serves as a financial and policy plan that guides decisions made during each fiscal year. It also serves 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.

### Strategic Plan

The 2016-2028 Strategic Plan is the guidebook that provides the direction needed by City staff to develop the FY 2022 Proposed Budget. For budget planning purposes, the FY 2022 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. The City's Strategic Plan was developed during the 2015 and followed the below process:

1. Held Council-Staff retreat on January 30, 2015 to determine Council priorities for the next 3-5 years, revise the mission statement and create a new vision for the year 2028
2. Drafted 2016-2020 Strategic Plan goals with consultant, Gerhart Enterprises, that incorporated Council's priorities from the data obtained during the retreat
3. On April 28, 2015, City Council adopted four goals for the Plan and a revised mission and vision statement
4. Following Council's adoption of the goals, City staff continued to meet with Gerhart Enterprises to develop objectives, strategies, action items and community outcome measures for each applicable goal
5. Council discussion and approval
6. Revisit and update as necessary

Visit the City's website at <https://www.winchesterva.gov/sites/default/files/documents/strategic-plan/eoy2018-web.pdf> to view the entire plan.





## 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. Budget preparation begins in October with departments assessing their needs and formulating their budget requests based on guidance from the City Manager. Department budget requests are due by December 31<sup>st</sup> of each year.
2. Revenue estimates are derived from a review of current and projected economic indicators, current and proposed federal and state legislation, knowledge of future events in the City and a review of historic trends.
3. Meetings are held between the departments and the City Manager to discuss their budget requests. Requests from departments are reviewed and evaluated for priority by the City Manager.
4. Meetings are held with the Finance Committee and other Council Committees as appropriate to review and discuss the budget requests.
5. Based on estimated revenues, funding is requested by the City Manager for the programs, services and staffing required to maintain an essential level of service or to provide for enhancements to programs identified as priorities by City Council.
6. City Council advertises the proposed real estate tax rate (mid to late March).
7. 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.
8. City Council reviews the proposed budget and a public hearing is held to provide the public with an opportunity to comment, to ensure the budget is responsive to citizen needs.
9. After careful deliberation, the proposed budget, as modified for additions and deletions, the real estate tax rate and all other rates and levies are enacted by City Council as the adopted budget.
10. By law, local government budgets must be balanced; i.e., expenditures may not exceed revenues.
11. Prior to June 30, the annual budget is legally enacted through passage of an Appropriations Ordinance. The appropriated annual budget is adopted for the Governmental, Proprietary, and Fiduciary Funds of the primary government and the Winchester Parking Authority (WPA) and the School Board Component Units.



### **Budget Process Overview - continued**

12. The Adopted Operating Budget takes effect July 1, the beginning of the fiscal year.
13. 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.
14. All budgets are adopted on a basis substantially consistent with generally accepted accounting principles.
15. 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.
16. The budget can only be amended by the City Council after proper notice and public hearing.

### **Amending the Budget**

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

## CITY OF WINCHESTER BUDGET CALENDAR FOR FISCAL YEAR 2022

Month	City Council	City Administration
November 2020		<b>All November</b> <ul style="list-style-type: none"> <li>- Budget development by City Departments</li> </ul> <b>November 9</b> <ul style="list-style-type: none"> <li>- Budget Kickoff Meeting</li> </ul>
December 2020		<b>All December</b> <ul style="list-style-type: none"> <li>- Continued budget development by City Departments</li> </ul> <b>December 31</b> <ul style="list-style-type: none"> <li>- Budget development complete by City Departments; including entry into NaviLine. CIP, Equipment Replacement forms and Personnel requests submitted to Finance. ITP forms to I&amp;IS</li> </ul>
January 2021		<b>All January</b> <ul style="list-style-type: none"> <li>- Department budget requests reviewed by Finance</li> </ul>
February 2021		<b>February 1 - 14</b> <ul style="list-style-type: none"> <li>- City Manager reviews budget requests with Department Directors, including CIP, ITP and Equipment Replacement Plans</li> </ul>
March 2021	<b>Finance Committee Reviews Budget</b>  <b>FY 2022 Budget Options and Tax Rate Ordinance Presentation</b>  <b>Winchester Public Schools Budget Presentation to City Council</b>	<b>All March</b> <ul style="list-style-type: none"> <li>- City Manager and Finance develop draft budget</li> </ul> <b>March 27</b> <ul style="list-style-type: none"> <li>- Real Estate Not to Exceed Tax Rate Ad published in the newspaper (30 days before public hearing on tax rate)</li> </ul>
April 2021	<b>April 13</b> <ul style="list-style-type: none"> <li>- FY 2022 Budget Options and First Reading of the Real Estate Tax Rate Ordinance</li> </ul> <b>April 27</b> <ul style="list-style-type: none"> <li>- Second Reading, Public Hearing and Adoption of Real Estate Tax Rate Ordinance</li> <li>- FY 2022 City Manager Proposed Budget Presentation</li> </ul>	<b>All April</b> <ul style="list-style-type: none"> <li>- City Manager continues to review and make revisions to budget as necessary</li> </ul> <b>April 6</b> <ul style="list-style-type: none"> <li>- Planning Director submits Five-Year CIP to Planning Commission for recommendation</li> </ul>
May 2021	<b>May 11</b> <ul style="list-style-type: none"> <li>- First Reading of the FY 2022 Budget Ordinance</li> </ul> <b>May 25</b> <ul style="list-style-type: none"> <li>- Second Reading, Public Hearing and Adoption of FY 2022 Budget</li> </ul>	<b>May 1-10</b> <ul style="list-style-type: none"> <li>- City Manager finalizes FY 2022 budget recommendations</li> </ul> <b>May 17</b> <ul style="list-style-type: none"> <li>- FY 2022 Budget Ad published in newspaper</li> </ul>
June 2021		<b>June 30</b> <ul style="list-style-type: none"> <li>- FY 2022 Adopted Budget available on City Website</li> </ul>

### 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. The accounting method used for City budgeting does not materially differ from that used for financial reporting (all funds), with the notable exceptions of depreciation and amortization, which are excluded for budgeting purposes and are included in the City's Comprehensive Annual Financial Report.

### Budget Organization

The City's financial operations are budgeted and accounted for in numerous funds. A fund is a separate accounting unit. Funds are approved through 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 plus component units as illustrated in the Operating Funds Structure chart. The following funds are appropriated, except two of the Fiduciary Funds mentioned below:

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 required to be 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. General government services and expenditures are organized in the following functions: Legislative, General Government, Judicial Administration, Public Safety, Public Works, Health and Welfare, Recreation and Cultural, Community Development, and Non-Departmental.
  - b. **Special Revenue Funds** are used to account for the proceeds of specific revenue sources (other than trusts for individuals, private organizations, or other governments or for major capital projects) that are legally restricted to expenditure for specified purposes. The City has the following Special Revenue Funds:
    - i. **Social Services Fund** to account for the provision of health and welfare services. In addition to the General Fund transfer, financing is primarily provided by federal and state funds, which may be used only for this purpose.

- ii. **Highway Maintenance Fund** to account for the proceeds of state street highway maintenance grants, and the related expenditure which is to be used for this purpose. This fund is only used for maintenance related expenditures, capital expenditures are recorded in other applicable funds.
  - iii. **Transit Fund** to account for federal and state grants and monies received and used for the operations of the City's public transit system.
  - iv. **Emergency Medical Services Fund** to account for the provision of emergency medical transportation services. Financing is provided by fees charged to customers and insurance providers.
  - v. **Winchester-Frederick County Convention and Visitors Bureau Fund** to account for the costs of a shared visitors bureau. Financing is provided by the City of Winchester and Frederick County based on a Memorandum of Agreement.
  - vi. **Law Library Fund** to account for the purchase of reference material for the law library. Financing is provided by fees paid by local attorneys; such fees are limited to expenditures for this purpose.
- c. **Capital Projects Fund** – Each year the City adopts a five-year Capital Improvement Plan (CIP) Fund to account for the financing and construction of capital projects of the City government. Financing is provided by transfers from other Funds (primarily the General Fund); bond issues; federal and state aid; private contributions; and other outside sources.
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. The City's Utilities Fund provides water and sanitary sewer service to approximately 11,000 customers located within the City and in specific areas of Frederick County, Virginia.
  - 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.
3. **Fiduciary Funds** are used to account for resources held for the benefit of parties outside the government. The City has two appropriated fiduciary funds: 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. The City has two other fiduciary funds; the Special Welfare Fund and Economic Development Authority Fund which are included in the financial statements but are not appropriated with the budget.

## Budget Overview

4. **Component Units** are legally separate organizations for which the City is financially accountable but does not provide services exclusively to the City, and therefore its financial information is reported in a separate column on the City's government-wide financial statements.
  - a. **School Board:** In November 2019 the residents of Winchester voted via a referendum to transition from an appointed School Board to one that is elected. The School Board consists of seven members, four of the seats were elected in November 2020 and the remaining seats will be elected in November 2022. The Board is authorized to oversee the operation and management of the City's primary and secondary school system. The School Board sets its own budget and requests an annual transfer from the General Government. Excess of revenues over expenditures are returned to the General Government at each year-end and reappropriated to the School Board the following fiscal year. These excess funds are available for the School Board's use in future years for capital improvement projects. The School Board does not have the ability to raise taxes or issue debt. All debts are issued by the General Government and associated debt service payments are budgeted by the General Government.
  - b. **The Winchester Parking Authority (WPA)** operates and maintains four parking garages, on-street parking meters, and off-street parking meters. The WPA has the authority to issue revenue bonds for the Parking Authority, payable solely from its revenues. The WPA is responsible for the imposition and collection of parking rates, rentals, fees, and charges for the use of and for the services furnished by the parking facilities. All members of the WPA are appointed by the City's Common Council.

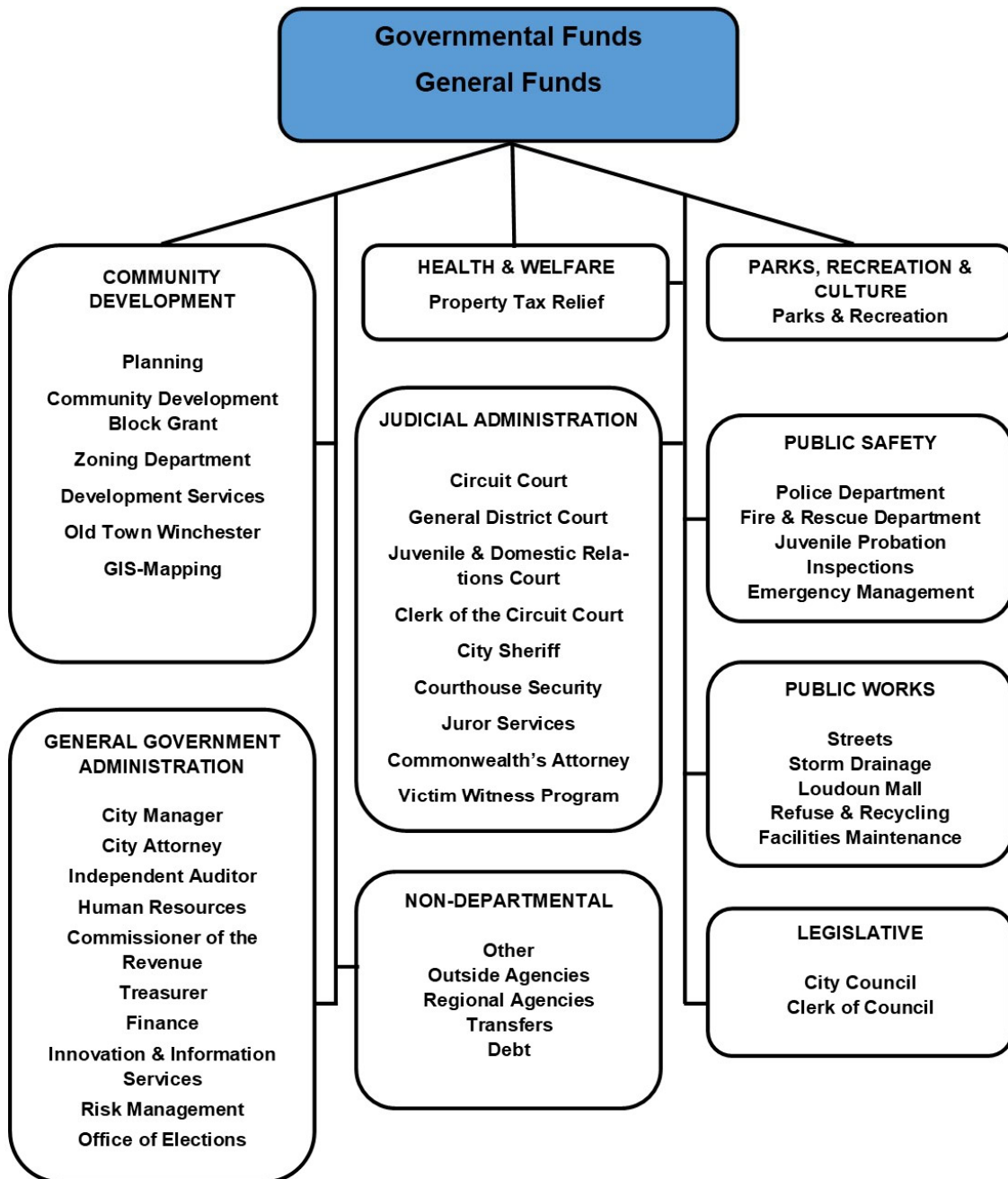
### Budget Expenditures

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. See the diagrams on the next two pages.

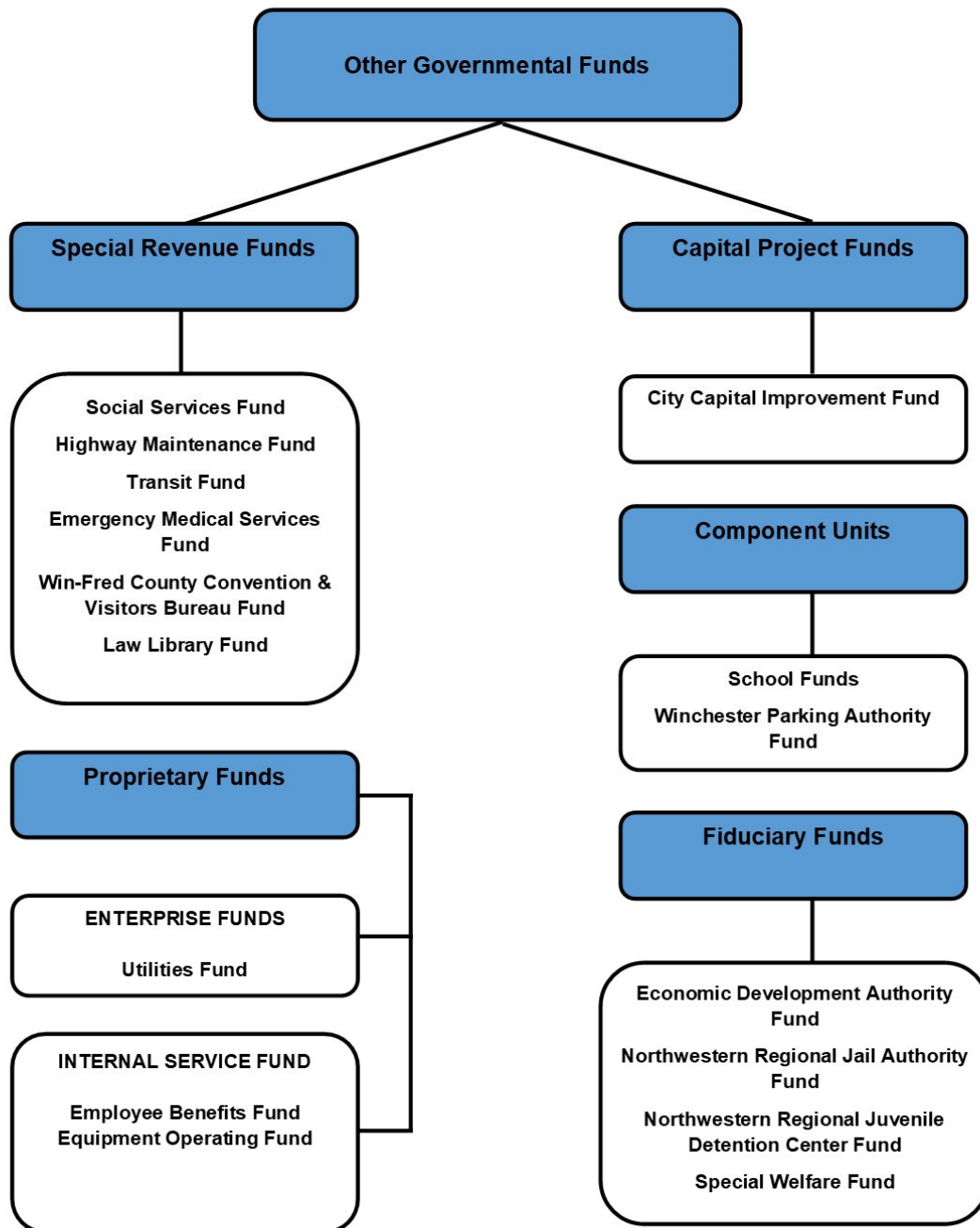
The budgeted expenditures within Division are delineated by Budget Line Items which further break down expenses into specific categories which is necessary to provide the City with the data needed to comply with its many reporting requirements. The City uses a fourteen-digit account number format where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



## Operating Funds Structure



## Operating Funds Structure



# Budget Overview

## All Funds Summary - Revenue

	FY 2020 Actual	FY 2021 Original Budget	FY 2022 Adopted Budget	Percent Change
<b>General Fund Revenues</b>				
General Property Taxes	\$ 45,189,753	\$ 44,749,900	\$ 46,746,900	4.5%
Other Local Taxes	32,286,128	32,008,000	32,256,600	0.8%
Permits, Privilege Fees	294,553	381,700	441,200	15.6%
Fines & Forfeitures	93,012	125,000	125,000	0.0%
Use of Money	409,354	257,000	257,000	0.0%
Charges for Services	1,052,363	1,315,900	1,629,900	23.9%
Miscellaneous Revenue	1,058,230	941,300	954,300	1.4%
Recovered Costs	1,076,169	868,600	883,600	1.7%
Commonwealth Revenue	6,926,049	6,416,500	6,603,750	2.9%
Federal Revenue	1,254,046	1,173,000	1,059,550	-9.7%
Non-Revenue Receipts	1,534,972	2,435,100	2,067,200	-15.1%
<b>Total General Fund Revenues</b>	<b>91,174,629</b>	<b>90,672,000</b>	<b>93,025,000</b>	<b>2.6%</b>
<b>Social Service Revenues</b>				
Recovered Costs	6	-	-	0.0%
State Revenue	3,747,652	3,871,030	3,889,082	0.5%
Federal Revenue	3,037,357	2,963,870	3,512,878	18.5%
Non-Revenue Receipts	3,282,263	3,191,100	3,387,040	6.1%
<b>Total Social Services Revenues</b>	<b>10,067,278</b>	<b>10,026,000</b>	<b>10,789,000</b>	<b>7.6%</b>
<b>Highway Maintenance Revenues</b>				
Use of Money	6,600	6,600	-	0.0%
Miscellaneous Revenue	16,646	-	-	0.0%
Recovered Costs	3,103	-	-	0.0%
State Revenue	3,851,481	3,378,400	3,441,000	1.9%
Federal Revenue	-	4,000	4,000	0.0%
Non-Revenue Receipts	753,827	-	-	0.0%
<b>Total Highway Maintenance Revenues</b>	<b>4,631,657</b>	<b>3,389,000</b>	<b>3,445,000</b>	<b>1.7%</b>
<b>Transit</b>				
Charges for Services	97,271	111,500	30,000	-73.1%
Miscellaneous Revenue	8,291	-	-	0.0%
State Revenue	313,551	206,000	189,000	-8.3%
Federal Revenue	824,075	530,800	1,046,000	97.1%
Non-Revenue Receipts	265,608	324,700	-	-100.0%
<b>Total Transit</b>	<b>1,508,796</b>	<b>1,173,000</b>	<b>1,265,000</b>	<b>7.8%</b>
<b>EMS Fund</b>				
Revenue Use of Money	4,555	2,000	2,000	0.0%
Charges for Services	1,143,445	1,148,000	1,148,000	0.0%
<b>Total EMS Fund</b>	<b>1,148,000</b>	<b>1,150,000</b>	<b>1,150,000</b>	<b>0.0%</b>

## Budget Overview

All Funds Revenue - continued	FY 2020 Actual	FY 2021 Original Budget	FY 2022 Adopted Budget	Percent Change
<b>Tourism Fund</b>				
Revenue Use of Money	821	-	-	0.0%
Miscellaneous Revenue	379,713	491,500	408,500	-16.9%
Recovered Costs	-	35,000	10,000	-71.4%
Federal Revenue	1,575	-	-	0.0%
Non-Revenue Receipts	150,500	150,500	150,500	0.0%
<b>Total Tourism Fund</b>	<b>532,609</b>	<b>677,000</b>	<b>569,000</b>	<b>-16.0%</b>
<b>Law Library Fund</b>				
Use of Money	874	-	-	0.0%
Charges for Services	23,368	33,000	33,000	0.0%
Non-Revenue Receipts	-	17,000	17,000	0.0%
<b>Total Law Library Fund</b>	<b>24,242</b>	<b>50,000</b>	<b>50,000</b>	<b>0.0%</b>
<b>City Capital Improvement Fund Revenues</b>				
Miscellaneous Revenue	1,126,730	-	-	0.0%
Recovered Costs	257,019	-	20,000	0.0%
State Revenue	1,383,186	5,387,000	2,820,000	-47.7%
Federal Revenue	286,112	-	162,000	0.0%
Non-Revenue Receipts	19,615,751	17,500,000	13,100,000	-25.1%
<b>Total City Capital Improvement Revenues</b>	<b>22,668,798</b>	<b>22,887,000</b>	<b>16,102,000</b>	<b>-29.6%</b>
<b>Utilities Fund Revenues</b>				
Use of Money	66,971	40,000	40,000	0.0%
Charges for Services	24,989,593	25,427,000	25,814,000	1.5%
Miscellaneous Revenue	23,141	2,000	2,000	0.0%
Recovered Costs	2,711,244	-	-	0.0%
Federal Categorical Aid	233,366	-	127,000	0.0%
Non-Revenue Receipts	20,865,218	-	364,000	0.0%
<b>Total Utilities Fund Revenues</b>	<b>48,889,533</b>	<b>25,469,000</b>	<b>26,347,000</b>	<b>3.4%</b>
<b>Utilities Capital Improvement Revenues</b>				
Use of Money	311,352	-	-	0.0%
Charges for Services	551,575	-	-	0.0%
Proceeds from Sale of Bonds	-	37,300,000	-	-100.0%
Reserves	-	-	12,300,000	0.0%
<b>Total Utilities Fund Revenues</b>	<b>862,927</b>	<b>37,300,000</b>	<b>12,300,000</b>	<b>-67.0%</b>
<b>Employee Benefits Fund Revenues</b>				
Use of Money	3,503	8,000	8,000	0.0%
Recovered Costs	450,714	500,000	600,000	20.0%
Non-Revenue Receipts	-	350,000	275,000	-21.4%
<b>Total Employee Benefits Fund Revenues</b>	<b>454,217</b>	<b>858,000</b>	<b>883,000</b>	<b>2.9%</b>

## Budget Overview

All Funds Revenue - continued	FY 2020 Actual	FY 2021 Original Budget	FY 2022 Adopted Budget	Percent Change
<b>Equipment Fund Revenues</b>				
Use of Money	1,431	-	-	0.0%
Recovered Costs	1,590,833	1,868,300	1,724,000	-7.7%
Non-Revenue Receipts	-	24,700	-	-100.0%
<b>Total Equipment Fund Revenues</b>	<b>1,592,264</b>	<b>1,893,000</b>	<b>1,724,000</b>	<b>-8.9%</b>
<b>Fiduciary Fund Revenues</b>				
NWRDC Construction Fund	1,282,290	1,215,000	1,217,000	0.2%
Frederick-Winchester Service Authority	5,549,029	6,341,000	6,287,000	-0.9%
Juvenile Detention Center Fund	2,902,228	3,119,000	3,261,000	4.6%
<b>Total Fiduciary Fund Revenues</b>	<b>9,733,547</b>	<b>10,675,000</b>	<b>10,765,000</b>	<b>0.8%</b>
<b>Component Unit Revenues</b>				
Winchester Parking Authority	1,351,964	1,371,000	1,356,000	-1.1%
Winchester Schools	82,538,241	93,130,436	90,316,214	-3.0%
<b>Total Component Unit Revenues</b>	<b>83,890,205</b>	<b>94,501,436</b>	<b>91,672,214</b>	<b>-3.0%</b>
<b>Less Transfers</b>	<b>(61,496,320)</b>	<b>(53,089,728)</b>	<b>(43,746,761)</b>	
<b>All Funds Total Revenues</b>	<b>\$ 215,682,382</b>	<b>\$ 247,630,708</b>	<b>\$ 226,339,453</b>	<b>-8.6%</b>

### All Funds Summary - Expenditures

<b>General Fund Expenditures</b>				
General Government	\$ 6,907,377	\$ 6,537,756	\$ 7,017,673	7.3%
Judicial Administration	4,290,652	4,177,875	4,391,975	5.1%
Public Safety	22,757,298	23,322,692	24,464,042	4.9%
Public Works	4,234,744	4,371,000	5,054,800	15.6%
Health & Welfare	794,554	825,252	826,021	0.1%
Education	33,343,312	30,403,848	31,099,840	2.3%
Parks, Recreation, Cultural	2,910,188	3,288,820	3,218,841	-2.1%
Community Development	1,481,890	1,736,157	1,791,368	3.2%
Debt Service	11,210,058	11,956,800	11,622,900	-2.8%
Transfers	5,854,100	4,051,800	3,537,540	-12.7%
<b>Total General Fund Expenditures</b>	<b>93,784,173</b>	<b>90,672,000</b>	<b>93,025,000</b>	<b>2.6%</b>
<b>Other Governmental Fund Expenditures</b>				
Social Services Fund	10,069,649	10,026,000	10,789,000	7.6%
Highway Maintenance Fund	4,355,283	3,389,000	3,445,000	1.7%
Transit Fund	1,508,766	1,173,000	1,265,000	7.8%
EMS Fund	1,158,655	1,150,000	1,150,000	0.0%
Tourism Fund	435,889	677,000	569,000	-16.0%
Law Library Fund	43,378	50,000	50,000	0.0%
<b>Total Governmental Fund Expenditures</b>	<b>17,571,620</b>	<b>16,465,000</b>	<b>17,268,000</b>	<b>4.9%</b>



## Budget Overview

All Funds Expenditures - continued	FY 2020 Actual	FY 2021 Original Budget	FY 2022 Adopted Budget	Percent Change
<b>City Capital Improvement Expenditures</b>				
Public Safety	1,320,595	-	-	0.0%
Public Works	7,333,915	10,637,000	13,402,000	26.0%
Parks, Recreation, Cultural	1,494,300	-	2,400,000	0.0%
Transfers	10,500,000	12,000,000	-	-100.0%
Debt	272,255	250,000	300,000	20.0%
<b>Total City Capital Improvement Expenditures</b>	<b>20,921,065</b>	<b>22,887,000</b>	<b>16,102,000</b>	<b>-29.6%</b>
<b>Utilities Fund Expenditures</b>				
Public Works	13,913,377	11,501,000	12,518,600	8.8%
Transfers	1,581,599	1,500,000	1,500,000	0.0%
Debt	3,428,578	12,468,000	12,328,400	-1.1%
<b>Total Utilities Fund Expenditures</b>	<b>18,923,554</b>	<b>25,469,000</b>	<b>26,347,000</b>	<b>3.4%</b>
<b>Utilities Capital Improvement Expenditures</b>				
Public Works	-	37,300,000	12,300,000	-67.0%
Transfers	20,864,218	-	-	0.0%
Debt	1,625,213	-	-	0.0%
<b>Total Utilities Capital Improvement Expenditures</b>	<b>22,489,431</b>	<b>37,300,000</b>	<b>12,300,000</b>	<b>-67.0%</b>
<b>Employee Benefits Fund Expenditures</b>				
General Government	799,545	858,000	883,000	2.9%
<b>Total Employee Benefits Expenditures</b>	<b>799,545</b>	<b>858,000</b>	<b>883,000</b>	<b>2.9%</b>
<b>Equipment Fund Expenditures</b>				
General Government	1,622,314	1,893,000	1,724,000	-8.9%
<b>Total Equipment Fund Expenditures</b>	<b>1,622,314</b>	<b>1,893,000</b>	<b>1,724,000</b>	<b>-8.9%</b>
<b>Fiduciary Fund Expenditures</b>				
NWRDC Construction Fund	1,230,125	1,215,000	1,217,000	0.2%
Frederick-Winchester Service Authority	5,581,005	6,341,000	6,287,000	-0.9%
Juvenile Detention Center Fund	3,002,461	3,119,000	3,261,000	4.6%
<b>Total Fiduciary Fund Expenditures</b>	<b>9,813,591</b>	<b>10,675,000</b>	<b>10,765,000</b>	<b>0.8%</b>
<b>Component Unit Expenditures</b>				
Winchester Parking Authority	1,088,272	1,371,000	1,356,000	-1.1%
Winchester Schools	70,978,206	93,130,436	90,316,214	-3.0%
<b>Total Component Unit Expenditures</b>	<b>72,066,478</b>	<b>94,501,436</b>	<b>91,672,214</b>	<b>-3.0%</b>
<b>Less Transfers</b>	<b>(61,496,320)</b>	<b>(53,089,728)</b>	<b>(43,746,761)</b>	
<b>All Funds Expenditures</b>	<b>\$ 257,991,771</b>	<b>\$ 247,630,708</b>	<b>\$ 226,339,453</b>	<b>-8.6%</b>

## Budget Overview

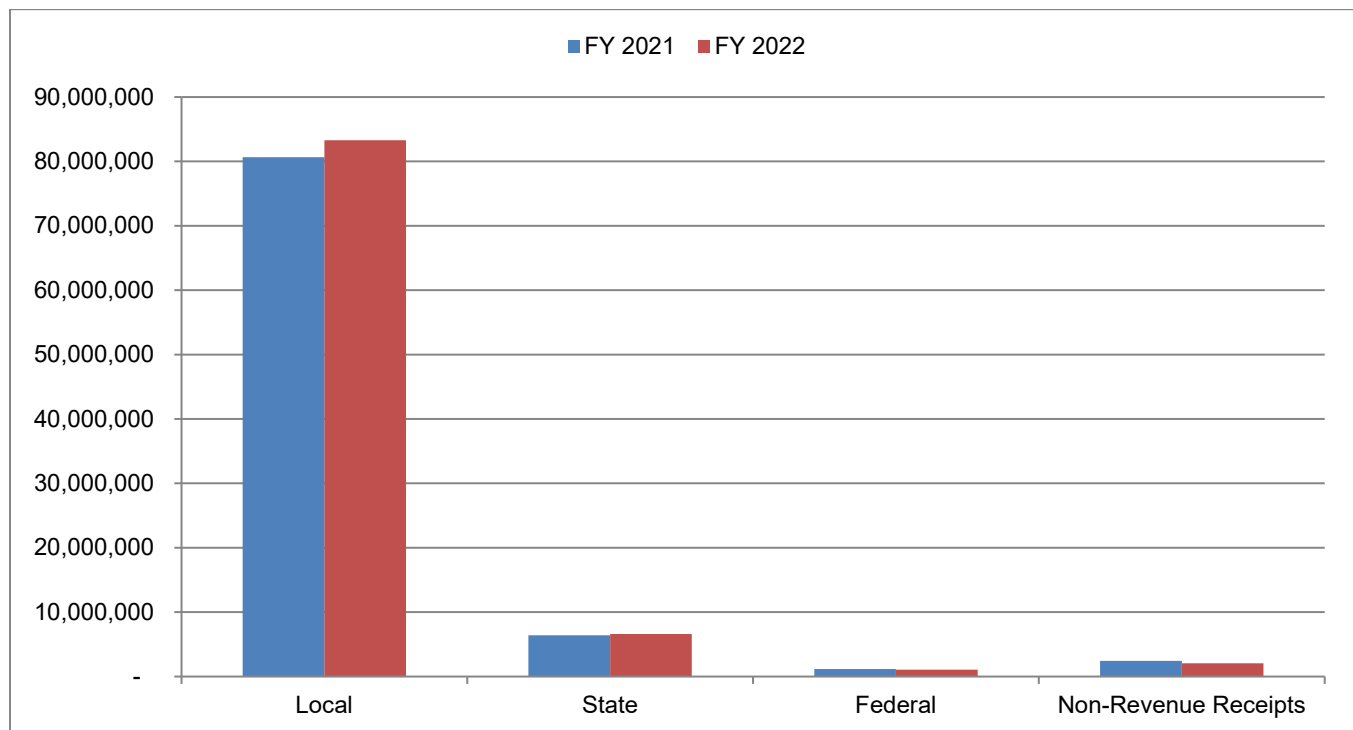
### Revenue

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

### General Fund Revenues:

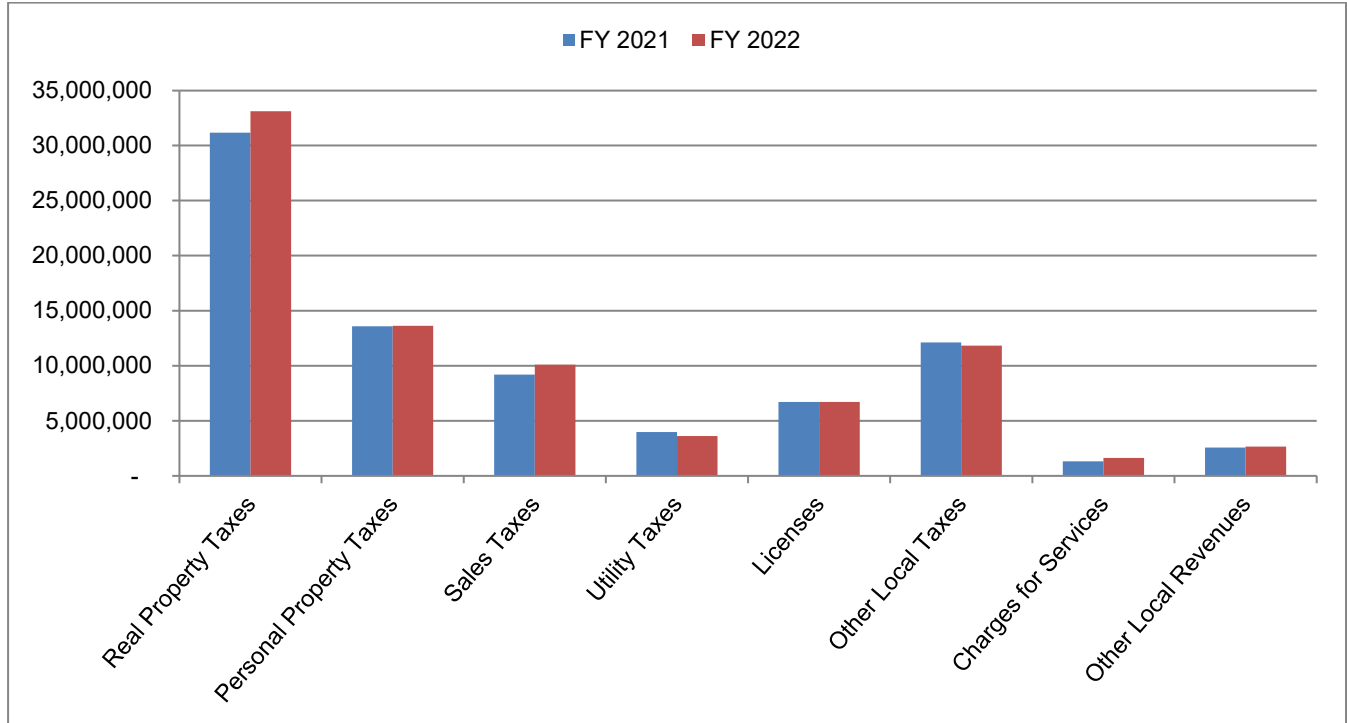
General Fund estimated revenues total \$93,025,000, an increase of \$2,353,000 from the FY 2021 adopted budget. The following chart illustrates General Fund revenue increase for the City of Winchester. Revenues are divided into four categories: (1) Local, (2) State, (3) Federal, and (4) Non-Revenue Receipts. More detailed trend information for these four categories is presented in the following pages.

**General Fund Revenues by Source FY 2022 vs. FY 2021**

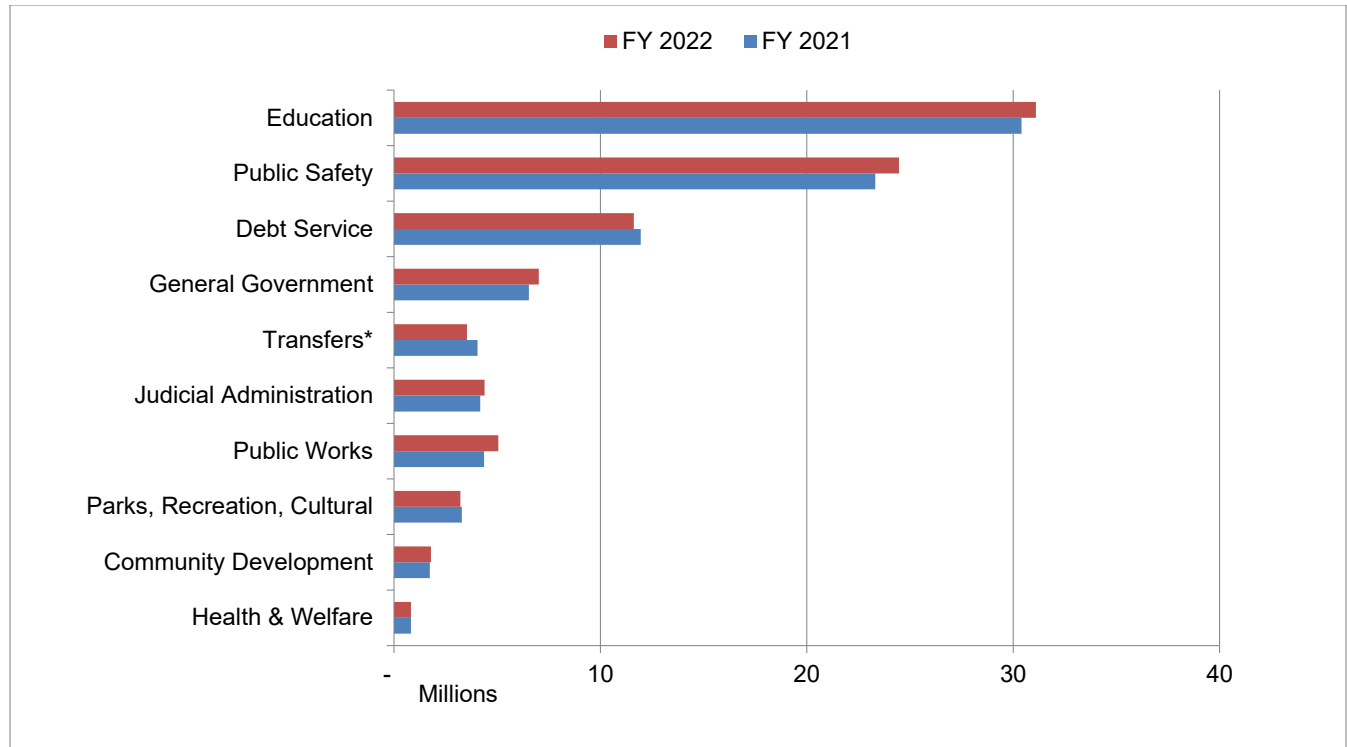


## Budget Overview

### General Fund Local Revenues by Source FY 2022 vs. FY 2021



### General Fund Use of Funds FY 2022 vs. FY 2021



## Budget Overview

### General Fund Revenue and Expenditures Changes FY 2021 to FY 2022

The following chart highlights the major changes in revenues from last year's budget:

FY 2022 General Fund Revenue Changes	
Increase / (Decrease) in Revenues	Amount
General Property Taxes (Increase in Assessed Value)	\$ 1,997,000
Other Local Taxes	248,600
Charges for Services (Includes Solid Waste Fee Increase)	314,000
Other Local Revenues	87,500
State Revenue	187,250
Federal Revenue	(113,450)
Non-Revenue Receipts	(367,900)
<b>Total Increase / (Decrease) in Revenue</b>	<b>\$ 2,353,500</b>

The following chart highlights the major changes in expenditures from last year's budget:

FY 2022 General Fund Expenditure Changes	
Increase / (Decrease) in Expenditures	Amount
Personnel Changes	
Cost of Living Adjustment	\$ 913,600
Salaries (Full-time/Part-time)	233,600
Benefits (VRS increase/Health Insurance decrease)	73,300
Operating changes	1,024,150
Grants	(83,100)
School Transfer	700,000
Other Transfers	103,150
Non-Revenue Receipts – Fund Balance	(611,700)
<b>Total Increase / (Decrease) in Expenditures</b>	<b>\$ 2,353,500</b>

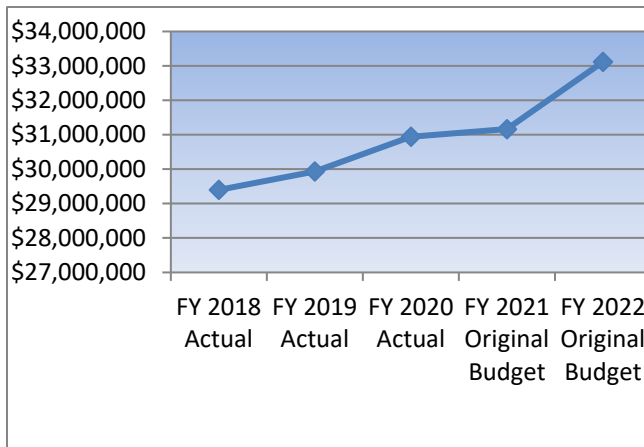
The City also publishes a Budget in Brief which is located on the City's website at <https://www.winchesterva.gov/finance/>.

## Major Local Revenue – Descriptions and Trend Data

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

- A. **Local Taxes** are the largest category of revenues for the City. Local taxes comprise 89.5% of all FY 2022 General Fund revenues. The local tax category is expected to increase approximately 3.3% or \$2,647,100 compared to the adopted FY 2021 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:

### 1. Real Property Tax – \$1,958,000

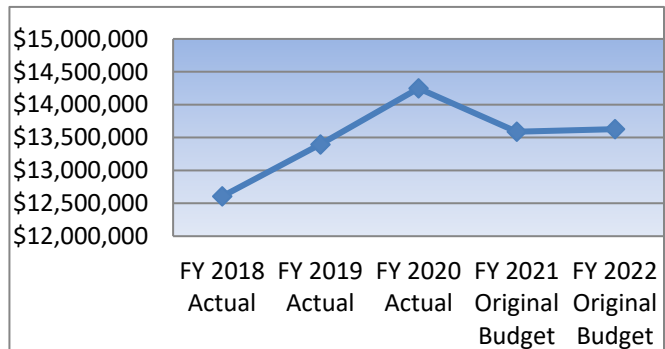


The real estate tax is the single largest source of revenues for the City of Winchester. Real property taxes are expected to increase because of the biennial general reassessment of real property. Overall real property assessment values increased by 5.2%, while taxable values increased by 5.8% during the two-year period. Assessments on new construction are completed throughout the year. The City's latest complete assessment was effective January 1, 2021. For FY 2022,

the rate at which taxes on real property are assessed is \$0.93 per \$100 of assessed value, the same rate as FY 2021.

### 2. Personal Property Tax – \$39,000

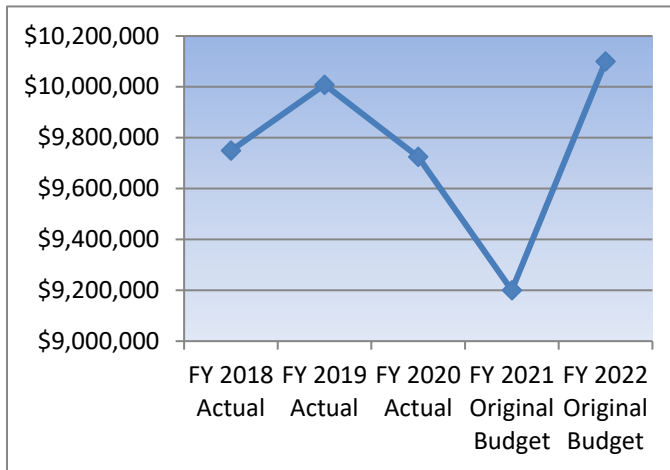
Personal Property taxes are expected to increase 0.3% over the FY 2021 adopted revenue budget due to the uncertain economy at this time. Personal Property taxes are levied on all tangible property owned within the City's limits, including registered vehicles and business furniture and equipment. Mobile 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

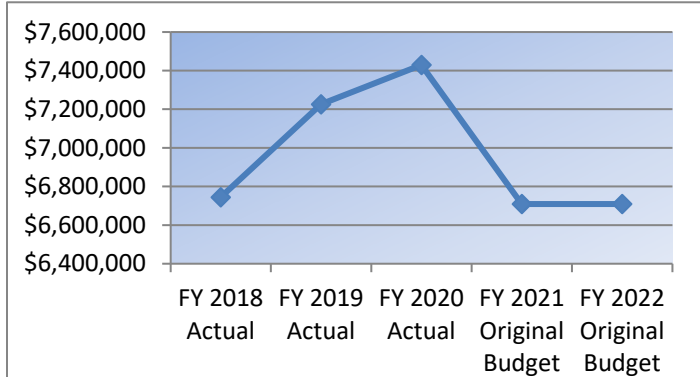
### 3. Sales Tax – \$900,000



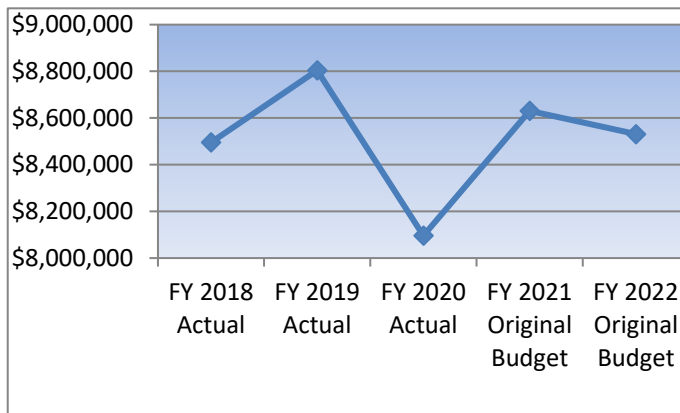
Sales tax is anticipated to increase 9.8% over the FY 2021 adopted revenue budget based on trends and state estimated. Sales Taxes are revenues received by the City from the 5.3 cent State sales tax generated within the City. While sales tax initially declined in FY 2021 due to COVID-19, FY 2022 growth in this revenue has been positive and we project that this positive trend will continue to be strong as confidence in the economy improves.

### 4. Business and Professional License Tax - \$0

The business license tax revenue is typically a good economic indicator on the strength of the local economy. However, due to the ongoing pandemic we are conservatively projecting the business license tax revenue to remain the same as the FY 2021 adopted revenue budget. We fully expect this tax to recover and continue to grow beyond FY 2022.



### 5. Meals Tax – (\$100,000)



Meals tax is a consumer-driven source of revenue and another major revenue source for the City of Winchester. The current Meals tax rate is 6.0%. Meals tax revenue is expected to decrease 1.2% over the FY 2021 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.

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

**\$401,500**

The Charges for Services category is the smallest revenue category. Most of the revenue in this category is generated from fees charged for services rendered to our citizens. This category comprises only 4.6% of the General Fund revenues. The major charges for services categories are discussed as follows:

1. **Permits, Fees, and Licenses – \$59,500** – This category of revenue is comprised mainly of inspection fees and permits related to the construction industry. The increase is due to a new right of way work permit fee to be implemented in FY 2022.
2. **Charges for Services – \$314,000** – This category of revenue consists of fees for services, such as fire inspection, false alarm, and parks and recreation fees. The increase is due to an increase in the monthly sanitation fee from \$5.00 monthly to a three-size container-based fee structure - \$6.00 for a 35-gallon container; \$8.00 for a 65-gallon container; and \$10.00 for a 95-gallon container.
3. **Recovered Cost/Miscellaneous – \$28,000** – Revenues in this category include interest earned on investments and recovered costs such as landfill recycling. The decrease in this category is mainly due to the reduction of court fines.

### **C. Intergovernmental Revenue**

**\$73,800**

This revenue category is primarily comprised of State funds designated for specific programs. There is little local discretionary use of these funds, much of which is paid to the City on a reimbursement basis. This category represents only 8.2% of the total General Fund revenue budget. The FY 2022 revenue estimate is projected to increase 1.0% from the FY 2022 adopted budget. The major categories of intergovernmental revenue are discussed as follows:

1. **Non-Categorical Aid – \$(100,000)** – This category of State taxes is comprised of revenues from personal property tax relief, rental car, recordation, rolling stock taxes, and local aid to the Commonwealth. The largest source of revenue in this category is personal property tax relief. The amount provided by the State is frozen at approximately \$2.6 million annually.
2. **Shared Expenses – \$208,700** – 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 – \$(34,900)** – This category of revenue consists of State 599 police funds and Federal grants funding. The decrease in revenue in this category is due to Federal one-time grant funding in FY 2021 for public safety.

### Special Revenue Fund Revenues

- 1. Social Services Fund** – Estimated revenues for the Social Services Fund total \$10,789,000, an increase of \$763,000 over the FY 2021 budget. FY 2022 revenues are mainly comprised of state revenues totaling \$3,889,082, an increase of \$18,052 or 0.5%; federal revenues of \$3,512,878, an increase of \$549,008 or 18.5%; and General Fund support of \$3,387,040, an increase of \$210,440 or 6.6%. The revenue increases include funding for 7 new positions and increased costs in the Comprehensive Services Act (CSA) program.
- 2. Highway Maintenance Fund** – Estimated revenues of the Highway Maintenance Fund total \$3,445,000 an increase of \$56,000 from the FY 2021 budget. FY 2022 revenues are mainly comprised of state revenues of \$3,441,000 for the maintenance of City streets.
- 3. Transit Fund** – Estimated revenues of the Transit Fund total \$1,265,000, an increase of \$92,000 over the FY 2021 budget. FY 2022 revenues are comprised of \$30,000 charges for services, a decrease of \$81,500 or 73.1% due to a temporary bus fare holiday; \$189,000 state revenues, a decrease of \$17,000 or 8.3%; and \$1,046,000 in federal revenues, an increase of \$515,200 due to Federal transit COVID funds; and General Fund decrease of \$324,700 or 100% due to the Federal COVID funds. The City will receive the additional Federal COVID funds in FY 2022, FY 2023 and FY 2024.
- 4. Emergency Medical Services Fund (EMS)** – Estimated revenues of the EMS Fund total \$1,150,000, the same as the prior year. 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 \$569,000, a decrease of (\$108,000) or 16.0%. Revenues are comprised mainly from a portion of the transit occupancy taxes from the City of Winchester (no change from FY 2021) and Frederick County, a decrease of (\$65,000) or 15.0% from FY 2021.
- 6. Law Library Fund** – Estimated revenues of the Law Library Fund are \$50,000, the same as the prior year and are comprised of fees collected by the local courts.

### Capital Improvement Fund Revenues

Capital Improvement Fund revenues are estimated to be \$16,102,000, a decrease of (\$6,785,000) or 29.6% from the FY 2021 budget. These revenues consist of State funds, a decrease of (\$2,587,000) or 48.0% of revenue sharing funds for road projects; General Fund transfer, a decrease of (\$400,000) or 100%; and proceeds from the sale of general obligation bond, a decrease of (\$4,000,000) or 23.4%.

### Enterprise Fund Revenues

Utilities Fund revenues are primarily derived from the sale of water and sewer services. Utilities Fund revenues are estimated to be \$26,347,000 an increase of \$878,000 or 3.4% from the FY 2021 budget. The increase is comprised of \$387,000 in charges for services due to a scheduled increase in the Water and Sewer rates; \$127,000 in Federal Funds for bond repayments; and \$364,000 of reserves for equipment purchases. The rate increase was originally planned for July 1, 2020, but City Council voted to delay the rate increase to July 1, 2021 due to the pandemic. The Utilities department issues revenue bonds to upgrade water facilities and replace antiquated water and sewer lines.

### Internal Service Funds

1. **Employee Benefits Fund** – FY 2022 revenues are estimated to be \$883,000, an increase of \$25,000 or 2.9% from the FY 2021 budget. 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** – FY 2022 revenues are estimated to be \$1,724,000, a decrease of **(\$169,000)** or 8.9% from the FY 2021 budget. The revenues are comprised of billings to user funds and departments for equipment repairs and maintenance. The FY 2021 budget was based on pre-pandemic projections, the FY 2022 budget has been adjusted to reflect current economic conditions.

### Long Range Financial Planning and Forecasts

#### Long Range Planning

The City's long-range financial plan aligns the strategic goals of City Council with the financial resources needed to deliver programs and services to meet the needs of the community. A five-year forecast is a planning tool that helps with fiscal management and accountability by showing historical and projected revenue and expenditures, provides an opportunity to engage the community and anticipate and adapt to economic conditions that impact the budgeting process. The City's financial forecast is based on City Council priorities; historical revenue performance; expenditure trends; maintaining competitive salaries and benefits; maintaining school funding; and following the City's financial policies.

The City's budget serves as a roadmap to implement the strategic plan and outline a vision for the community, identifying priorities and providing a means to measure success in achieving the desired outcomes. The City's FY 2022 budget projections for local revenues are mixed based on the FY 2021 actual revenues and the uncertain economy due to the ongoing pandemic. The City is well position to deal with any negative impacts due to its strong management and financial policies. During FY 2021, the City saw significant decreases in meals and lodging taxes due to the negative economic impacts from the COVID-19 pandemic. However, sales tax revenues saw significant growth during FY 2021 instead of the 8.0% reduction projected in FY 2021 budget. Therefore, for FY 2022 we a projecting a 9.8% increase in sales taxes over the FY 2021 budget based on the actual revenue growth and the state issued sales tax projection. 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 2022. The 6.3% projected increase for FY 2022 is due to the January 1, 2021 real estate reassessment which resulted in an average taxable property assessment value increase of 6.1% in the City. City Council voted to increase the real estate tax revenue neutral rate of \$0.89 cents per \$100 of assessed value, by 4 cents to maintain the City's real estate tax rate at \$0.93 cents per \$100 of assessed value. Based on historical trends the City expects to see continued growth of overall values in real property assessments.

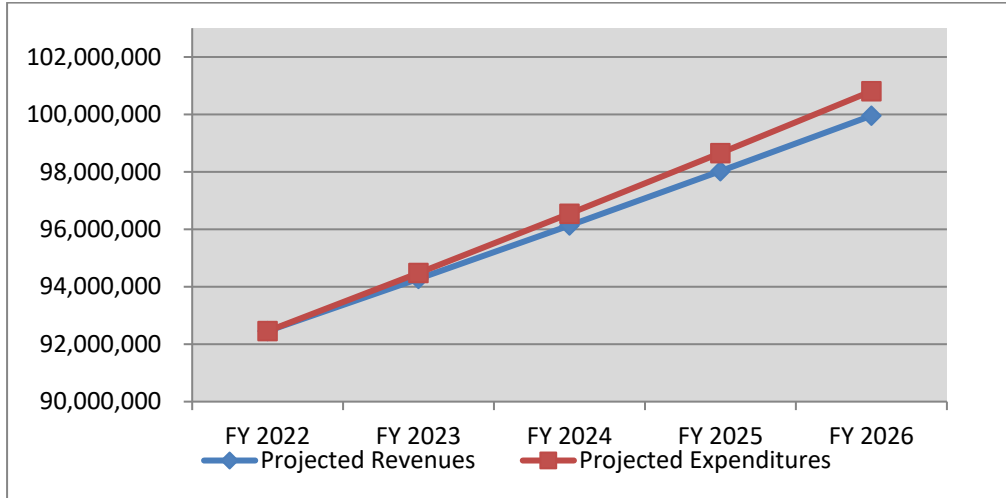
Factored into the financial planning model are anticipated future major capital projects and any ongoing associated operating costs. The City is planning for a building acquisition to maintain City office space and several road improvements projects that will leverage State revenue sharing funds and general obligation bonds. In addition, Winchester Public Schools is planning renovation of the Douglas Community Learning Center to convert the facility to its central office.

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 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.



## Budget Overview

### Projected Revenues and Expenditures FY 2022 – FY 2026



### FY 2022 – FY 2026 Revenue Projections

Major Revenue Sources					
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Real Estate Tax	33,119,000	33,781,380	34,457,008	35,146,148	35,849,071
% change	6.3%	2.0%	2.0%	2.0%	2.0%
Personal Property Tax	13,627,900	13,900,458	14,178,467	14,462,037	14,751,277
% change	0.3%	2.0%	2.0%	2.0%	2.0%
Business License Taxes	6,709,500	6,810,143	6,912,295	7,015,979	7,121,219
% change	0.0%	1.5%	1.5%	1.5%	1.5%
Sales Taxes	10,100,000	10,302,000	10,508,040	10,718,201	10,932,565
% change	9.8%	2.0%	2.0%	2.0%	2.0%
Meals Taxes	8,530,500	8,701,110	8,875,132	9,052,635	9,233,688
% change	-1.2%	2.0%	2.0%	2.0%	2.0%
Other Revenues	20,370,900	20,781,866	21,201,554	21,630,146	22,067,829
% change	-4.6%	2.0%	2.0%	2.0%	2.0%
<b>Total Revenues*</b>	<b>92,457,800</b>	<b>94,276,956</b>	<b>96,132,495</b>	<b>98,025,145</b>	<b>99,955,648</b>
% change	-1.4%	2.0%	2.0%	2.0%	2.0%

\*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 2022:

**Real Estate Tax:** The total value of real taxable property, including new construction, increased by 6.1% in FY 2022. The City assesses real property every two years; the latest assessment was effective January 1, 2021. Residential assessments increased by 10.8% and multi-family

## Budget Overview

assessments increased by 10.3%. The next reassessment will be effective January 1, 2023. Growth projections based on historical trends following a large increase 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 continuing impact of COVID-19 we are projecting a minor increase of 0.3% for FY 2022. However, based on historical trends projections are 2% in future years.

**Business License Taxes:** We anticipate revenue neutral growth in FY 2022 due to the temporary negative economic impacts for the pandemic. But the City's local economy remains strong and continues to grow due to the City's location with the Shenandoah Valley and proximity to Washington D.C., therefore, growth projections are 1.5% in future years.

**Sales Taxes:** This revenue has shown consistent growth over the 5 years prior to COVID-19 and only saw a one-year dip in FY 2021 due to the pandemic. After an adjustment in FY 2022 for the pandemic, historical trends and state projections, the City anticipates the growth to continue at a modest 2.0% per year.

**Meals Taxes:** Due to the continuing impact of COVID-19 we are projecting a minor decrease of 1.2% for FY 2022. Historically, the City's meals tax revenue is strong, and we project that this revenue recovers quickly and will continue to grow each year. Based on historical trends growth projections are 2.0% in future years.

### FY 2022 – FY 2026 Expenditure Projections

Major Expenditure Sources	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Local School Contribution	31,039,102	31,659,884	32,293,082	32,938,943	33,597,722
% change	2.3%	2.0%	2.0%	2.0%	2.0%
Employee Salaries & Benefits	29,168,600	29,897,815	30,645,260	31,411,392	32,196,677
% change	5.9%	2.5%	2.5%	2.5%	2.5%
Debt Service	11,622,900	11,855,358	12,092,465	12,334,314	12,581,001
% change	-2.8%	2.0%	2.0%	2.0%	2.0%
NWRDC Regional Jail	4,999,202	5,124,182	5,252,287	5,383,594	5,518,184
% change	2.6%	2.5%	2.5%	2.5%	2.5%
Social Services/CSA	3,387,040	3,454,781	3,523,876	3,594,354	3,666,241
% change	6.6%	2.0%	2.0%	2.0%	2.0%
Other Expenditures	12,240,956	12,485,775	12,735,491	12,990,200	13,250,004
% change	3.4%	2.0%	2.0%	2.0%	2.0%
<b>Total Expenditures*</b>	<b>92,457,800</b>	<b>94,477,795</b>	<b>96,542,461</b>	<b>98,652,798</b>	<b>100,809,829</b>
% change	-1.4%	2.2%	2.2%	2.2%	2.2%

\*Less one-time fund balance usage.

## Budget Overview

**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 2.5% per year.

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

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

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

### Financial Management Policies and Program Goals

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

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

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

### Policy Goals

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

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

## Budget Overview

### **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 can 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 Finance to ensure the City is receiving all revenue and ensures proper classification of revenues.

### **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.

### **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).



### **Other Post-Employment Benefits (OPEB) Funding Policy**

1. The City provides medical insurance to eligible retirees until the age of 65 for employees that were hired before June 30, 2017. Council voted to end this other post-employment benefit for employees hired after July 1, 2017, although costs for retirees and future eligible active employees will continue for some time. Retirees are eligible to receive the same medical coverage they had as active employees.
2. The funding objective is to reach and maintain 70 percent funding for the OPEB liabilities. Maintaining this target funding level will support the payment of 100 percent of the cost of benefits for post-retirement, pre-Medicare eligible retirees and active employees hired prior to July 1, 2017 that will in the future be eligible for benefits.
3. The City will contribute 100 percent of the Actuarially Determined Contribution (ADC) calculated by the plan actuary based on this policy of maintaining a 70 percent funding level. The ADC will be contributed from the City's operating budget each year. The City will contribute the amount required to maintain the 70 percent funding level. If, due to positive experience or other factors, the actuary determines the funded ratio has exceeded 75 percent funding as of a valuation date, the surplus will be amortized over 10 years as an offset against the ADC.

### **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.

### **Debt Policy**

The purpose of this debt policy adopted by City Council in 2003 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. Some highlights from this policy follow, the entire policy is presented in the Debt Policy section of this document.

1. 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.).
2. The City will not use short-term borrowing to finance operating needs, except in instances as described under Revenue Anticipation Notes.

## Budget Overview

3. 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.)
4. 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.
5. 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. The table below shows the City's audited legal debt margin calculation for FY2020, which indicates the City's applicable debt (\$91,165,000) is well below the 10% limit (\$330,940,692).

### Legal Debt Margin Calculation for Fiscal Year 2020

Assessed Value of Real Property	3,309,406,924
Debt Limit - 10%	330,940,692
Amount of Debt Applicable to Debt Limit	
General Obligation Bonds	91,165,000
Legal Debt Margin	239,775,692

## Fund Balance Policy

The City believes that sound financial management principles require that sufficient funds be retained by the City to provide a stable financial base. 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 major points of this policy follow, the entire policy is presented in the Fund Balance Policy section of this document.

1. 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. Committed Balance shall be established at an amount equal to all non-expended Capital Outlay projects, and any re-appropriations of prior year balances.
2. 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. If the Unassigned Fund Balance falls below the 20% minimum requirement, the City will replenish the Fund Balance within three fiscal years.

### **Fund Balance Policy - continued**

3. 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.
4. 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.
5. Fund Balance (retained earnings) of the Enterprise Funds shall include amounts sufficient to maintain their operations without ongoing operating support from the General Fund.

### **Balanced Budget**

The City prepares an itemized budget for each fund and each program within the fund. The budget should be balanced with current revenues equal to or greater than current expenditures/expenses using the following strategies: improve revenues; create new service fees or raise existing fees based on the cost of services; reduce or eliminate programs; use fund balances, if available; increase property taxes; or reduce or eliminate services. In any fund in which expenditures/expenses shall exceed revenues, operating reserves shall be used to meet the shortfalls. The FY 2022 budget was balanced using a combination of expenditure reductions and increased local taxes.

## Budget Overview

City-wide staffing changes and authorizations from FY 2020 to FY 2022 are shown in the following table. There were 28 new position requests from staff for the FY 2022 budget, 18 new positions were approved. There are two authorized but unfunded positions in FY 2022.

FY 2022 Summary of Classified Employee Authorizations and Changes						
Division	Department	FY 2020 Positions Authorized	FY 2021 Positions Authorized	FY 2022 Positions Authorized	Change	Comments
<b>General Fund</b>						
1102	Clerk of Council	0.50	0.50	0.50	None	1 FT shared with 1211
1211	City Manager	2.50	3.50	3.50	None	1 FT shared with 1102
1220	Communications	2.00	2.00	2.00	None	
1221	City Attorney	2.00	0.00	0.00	None	In FY21 positions were outsourced,
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	5.50	5.50	None	1 FT Shared with 4812
1251	Innovation & Information Services	10.00	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	15.00	15.00	None	Requested 2 new positions (none approved)
2173	Courthouse Security	1.00	1.00	1.00	None	
2211	Commonwealth Attorney	16.00	17.00	17.00	None	
2223	Victim Witness	2.00	2.00	2.00	None	
3111	Police	89.00	89.00	89.00	None	
3172	Police Grants	1.00	1.00	1.00	None	
3211	Fire & Rescue	63.00	63.00	66.00	Added 3 FT firefighter positions	Requested 4 new positions (1 not approved)
3241	Fire & Rescue Grants	0.00	0.00	0.00	None	SAFER grant submitted for 7 positions – application pending
3421	Inspections	7.50	7.50	7.50	None	1 FT position shared with 8111; 1 FT position unfunded
3551	Emergency Management	2.00	2.00	2.00	None	
3572	ECC	15.00	15.00	16.00	Added 1 FT position	Requested 2 new positions (1 not approved)
4121	Streets	1.00	1.00	1.00	None	
4131	Storm Drainage	1.00	1.00	1.00	None	
4231	Refuse	18.0	18.0	18.0	None	

# Budget Overview

FY 2022 Summary of Classified Employee Authorizations and Changes						
Division	Department	FY 2020 Positions Authorized	FY 2021 Positions Authorized	FY 2022 Positions Authorized	Change	Comments
4322	JJC	3.00	3.00	3.00	None	
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	2.50	3.00	0.5 FT added	1 FT position shared with 3421; 1 FT position shared with 8141
8141	Zoning	2.50	2.00	2.50	0.5 FT added	1 FT position shared with 8111
8151	Development Services	5.00	5.00	5.00	None	1 FT unfunded position
8181	GIS	1.00	1.00	1.00	None	Requested 1 new position (not approved)
<b>Total General Fund</b>		<b>338.00</b>	<b>336.50</b>	<b>341.50</b>		
<b>Social Services</b>						
5311	Welfare Administration	51.00	51.00	58.00	Added 7 FT positions	
5327	Housing Assistance	2.00	2.00	2.00	None	
<b>Total Social Services</b>		<b>53.00</b>	<b>53.00</b>	<b>60.00</b>		
<b>Highway Maintenance</b>						
4111	Administration	3.00	3.00	4.00	Added 2 shared FT positions with 4801	
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	
<b>Total Highway Maintenance</b>		<b>25.00</b>	<b>25.00</b>	<b>26.00</b>		
<b>Transit Fund</b>						
4611	Fixed Route	11.00	11.00	11.00	None	
4612	Paratransit	3.00	3.00	3.00	None	
<b>Total Transit</b>		<b>14.00</b>	<b>14.00</b>	<b>14.00</b>		



# Budget Overview

FY 2022 Summary of Classified Employee Authorizations and Changes						
Division	Department	FY 2020 Positions Authorized	FY 2021 Positions Authorized	FY 2022 Positions Authorized	Change	Comments
<b>Emergency Medical Services Fund</b>						
3231	EMS	11.00	11.00	11.00	None	
<b>Total EMS</b>		<b>11.00</b>	<b>11.00</b>	<b>11.00</b>		
<b>Win-Fred CVB Fund</b>						
8153	Tourism	2.00	2.00	3.00	Added 1 FT position	
<b>Total WFCVB</b>		<b>2.00</b>	<b>2.00</b>	<b>3.00</b>		
<b>Winchester Parking Authority</b>						
4701	Parking	5.00	5.00	5.00	None	
4706	Parking Control	2.00	2.00	2.00	None	
<b>Total WPA</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>		
<b>Utilities Fund</b>						
4801	Administration	6.50	6.50	8.50	Added 1 FT position and 2 shared FT positions with 4111	1 FT shared with 4803 and 2 FT positions shared with 4111
4802	Source of Supply	11.50	11.50	13.50	Added 2 FT positions	1 FT shared with 4811
4803	Transmission	35.50	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	
<b>Total Utilities</b>		<b>60.50</b>	<b>60.50</b>	<b>64.50</b>		
<b>Equipment Fund</b>						
1252	Automotive	9.00	9.00	9.00	None	
<b>Total Equipment Fund</b>		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>		
<b>Frederick-Winchester Service Authority</b>						
4811	FWSA	28.50	28.50	28.50	None	1 FT position shared with 4802
4812	FWSA	2.00	1.50	1.50	None	1 FT position shared with 1243
<b>Total FWSA</b>		<b>30.50</b>	<b>30.00</b>	<b>30.00</b>		
<b>Juvenile Detention Center Fund</b>						
3323	Juvenile Detention	35.00	35.00	35.00	None	
<b>Total JDC</b>		<b>35.00</b>	<b>35.00</b>	<b>35.00</b>		
<b>Total All Funds</b>		<b>585.00</b>	<b>583.00</b>	<b>601.00</b>		

# Budget Overview

## Community Profile

### City Government

Founded	1744
Date of Town Charter	1752
Date of Independent City Charter	1874
Form of Government	Council—Manager
City Employees – Dec. 2020*	635

\*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 (2020)

Valley Health System
Shenandoah University
Wal-Mart
Ignite Holdings, LLC.
American Woodmark Corporation.
O'Sullivan Films, Inc.

### Taxes

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

CY 2020:	\$0.93
CY 2021:	\$0.93

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

CY 2020 Personal/Business:	\$4.80/\$4.50
CY 2021 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 19 years	26.2%
Persons 20-64	59.8%
Persons 65 years and over	14.0%

### Race and Ethnicity (2020 est.)

White	58.3%
Hispanic or Latino	25.7%
Asian	3.1%
Black or African American	9.9%
Other	3.0%

### Unemployment

	Mar 2021	Mar 2020
City of Winchester	4.0%	2.7%
Virginia	5.1%	2.8%
United States	6.2%	4.5%

### Median Household Income

	2019
Winchester	\$58,818
Virginia	\$74,222

### Housing Units

2019 U.S. Census	12,094
2010 U.S. Census	11,872
2000 U.S. Census	10,321

### Average Household Size

2019 U.S. Census	2.56
2010 U.S. Census	2.39

### City of Winchester Employment by Industry

The largest major industry sector was Health Care and Social Assistance with 29.1% of the employment followed by Retail Trade with 16.9%, and Government with 11.4%. The following is a listing of major industries and the number of employed in those sectors for the 4th quarter of 2020 in the City of Winchester.

Industry Group	Employees
Health Care and Social Assistance	7,239
Retail Trade	4,210
Government	2,830
Accommodation and Food Services	2,310
Management of Companies and Enterprises	1,340
Manufacturing	1,307
Educational Services	1,130
Administrative and Support and Waste Management	1,006
Professional, Scientific, and Technical Service	789
Finance and Insurance	618
Other Services (except Public Administration)	593
Real Estate and Rental and Leasing	210
Wholesale Trade	331
Construction	277
Arts, Entertainment, and Recreation	256
Transportation and Warehousing	249
Real Estate and Rental and Leasing	210
Information	84

*Source: Virginia Employment Commission*

## Budget Overview

### City of Winchester Principal Property Taxpayers

December 31, 2020			
	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Mayflower Apple Blossom LP	\$ 49,411,400	1	1.53%
TSO Winchester Station LP	24,010,600	2	0.74%
Denstock Meadow Branch LLC	22,867,900	3	0.71%
PDK Winchester LC	20,989,400	4	0.65%
Rubbermaid Commercial Prod Inc.	20,389,000	5	0.63%
Canterbury Hill LLC	20,180,700	6	0.62%
Wal-Mart Realty Company	20,004,500	7	0.62%
DDRM Apple Blossom Corners LLC	18,405,900	8	0.57%
Jubal Square LLC	16,450,500	9	0.51%
PV Associates LLC	14,688,300	10	0.45%
Total	<u>\$ 227,398,200</u>		<u>7.03%</u>

### Real Property Tax Rate Comparison

City	Population	Tax Rate
Winchester	28,310	\$ 0.93
Lynchburg	81,266	1.11
Charlottesville	49,447	0.95
Harrisonburg	54,049	0.86
Staunton	25,110	0.92
Roanoke	99,795	1.22

### Economic Condition and Outlook

Winchester's economy continues to show signs of continued strength and growth in a robust and diverse manner. Job creation in the city and Metropolitan Statistical Area (MSA) remains strong and since hitting a low point in 2010 with 53,100, our MSA has seen consistent private sector investment leading to a current job total of 65,256. 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/Warehousing, Construction and Administrative/Support seeing an annual growth of 0.7%, 1.9%, 1.3% and 1.2% respectively, the economy is seeing continued diversification and less reliance on single employers/industry sectors. As an employment sector, Health Care and Social Assistance counts for roughly 15.3% of the region's total employment, has continued to expand, remains the region's largest employment sector, and has seen a healthy rebound since dipping during the 2020 pandemic. The Health Care and Social Assistance sector has a projected average annual growth rate of 1.1% with current employment numbers being at 10,008 for the region.



Employment in the Accommodation and Food Service industry historically showed growth in the Winchester, MSA but numbers dropped in the last year from 4,936 employees to 4,572. This drop can be directly attributed to the Coronavirus pandemic and the disproportionate impact it had on the hospitality industry. Employment growth in this sector is currently lagging behind tax generation activity in this sector, but the expectation is to see employment numbers rebound.

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, was 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 entirety of the past year has seen the local economy, much like the rest of the world, grapple with the fallout from the COVID-19 pandemic.

In response to the economic impacts of the pandemic, staff worked closely with businesses and property owners to provide various sorts of assistance; this included technical assistance, administering small business grant programs, providing regulatory flexibility, and flexibility in payments due. These efforts combined with the strength of the local economic conditions have assisted in positioning Winchester for a successful emergence from pandemic conditions.

Despite the tumultuous circumstances of the past year development interest in Winchester has remained strong, with multiple large development projects coming before City Council for approvals. Meadowbranch Phase II, redevelopment of the Frederick County Middle School site on Linden Drive, and “The Local”, a 200+ unit mixed-use project focused on students and young professionals, all represented significant investments planned in the City of Winchester.

In early 2021 accelerated distribution of vaccines against COVID-19 began and with it a rolling back of restrictions on businesses and schools. An upsurge in business activity can be easily observed, along with additional interest in new business ventures. There is no way to currently evaluate if we have fully moved beyond the pandemic, but with appropriate levels of vaccination the impacts of 2020 could be offset by a surge in growth of all sectors.

### Local Economy

The City of Winchester is 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 28,078. Winchester’s regional labor force participation rate (civilian population 16 years old and over) stands at 62.3% percent of the population, or 17,493 people. Of individuals 25 to 64 years old in Winchester, 35.1% have a bachelor’s degree or higher which compares with 36.6% in the nation.





## Budget Overview

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 by approximately 12,842 people due to commuters, which raises the population 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.



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. As 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. 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 Health's growing presence in Winchester, the healthcare sector is growing through alternative 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.

## Budget Overview

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,



*Shenandoah University photo by Caleb Rouse*

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 and despite the impacts of COVID-19, 2020 saw the largest Freshman class in SU's history.



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 PetSmart. There are also several anchorless retail centers and one lifestyle center that houses Ann Taylor Loft, Talbots, Jos A Bank Clothier, J Jill, 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.



## 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 11 new businesses opened in Old Town in 2020, even amidst a pandemic.



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 and Expenditure Summary by Fund

	General Fund	Special Revenue Funds	Capital Improvement Fund	Winchester Parking Authority	School Funds
<b>Revenues</b>					
General Property Taxes	46,746,900				
Other Local Taxes	32,256,600				
Permits, privilege fees	441,200				
Fines & forfeitures	125,000			130,000	
Use of money & property	257,000	2,000			93,500
Charges for services	1,629,900	1,228,000		1,223,000	2,593,823
Miscellaneous	954,300	408,500		3,000	660,950
Recovered costs	883,600	10,000	20,000		
Intergovernmental					
Commonwealth	7,519,082	7,455,430	2,820,000		29,913,355
Federal	4,562,878	3,498,670	162,000		11,161,365
Sale of Bonds			13,100,000		
Transfers In	1,500,000	3,537,540			38,709,221
Fund Balance	567,200				7,184,000
<b>Total revenues</b>	<b>93,025,000</b>	<b>17,268,000</b>	<b>16,102,000</b>	<b>1,356,000</b>	<b>90,316,214</b>
<b>Expenditures</b>					
General government administration	7,017,673				
Judicial administration	4,391,975	50,000			
Public safety	24,464,042	1,150,000		106,900	
Public works	5,054,800	4,710,000	13,402,000	730,600	
Health & Welfare	826,021	10,789,000			
Education	31,099,840				90,316,214
Parks, recreation, and culture	3,218,841		2,400,000		
Community development	1,791,368	569,000			
Transfers Out	3,537,540				
Debt service	11,622,900		300,000	518,500	
<b>Total expenditures</b>	<b>93,025,000</b>	<b>17,268,000</b>	<b>16,102,000</b>	<b>1,356,000</b>	<b>90,316,214</b>

## Revenue and Expenditure Summary by Fund

Enterprise Funds	Internal Service Funds	Fiduciary Funds	Total All Funds	Transfers Other Funds	Grand Total Less Transfers
			46,746,900		46,746,900
			32,256,600		32,256,600
			441,200		441,200
			255,000		255,000
40,000	8,000	11,870	412,370		412,370
25,814,000		9,583,771	42,072,494		42,072,494
2,000			2,028,750		2,028,750
	2,324,000	55,000	3,292,600		3,292,600
			-		-
		806,689	47,662,876		47,662,876
127,000		223,670	17,296,463		17,296,463
			13,100,000		13,100,000
			43,746,761	(43,746,761)	-
12,644,000	275,000	84,000	20,774,200		20,774,200
<b>38,647,000</b>	<b>2,607,000</b>	<b>10,765,000</b>	<b>270,086,214</b>	<b>(43,746,761)</b>	<b>226,339,453</b>
	2,607,000		9,624,673		9,624,673
			4,441,975		4,441,975
		3,261,000	28,981,942		28,981,942
24,818,600		6,287,000	55,003,000		55,003,000
			11,615,021		11,615,021
			121,416,054	(38,709,221)	82,706,833
			5,618,841		5,618,841
			2,360,368		2,360,368
1,500,000			5,037,540	(5,037,540)	-
12,328,400		1,217,000	25,986,800		25,986,800
<b>38,647,000</b>	<b>2,607,000</b>	<b>10,765,000</b>	<b>270,086,214</b>	<b>(43,746,761)</b>	<b>226,339,453</b>

# Revenues, Expenditures and Changes in Fund Balance

## General Fund

	Actual FY 2018	Actual FY 2019	Actual FY 2020	Projected FY 2021	Budget FY 2022
<b>Revenues</b>					
General Property Taxes	42,004,425	43,326,891	45,189,753	45,989,700	46,746,900
Other Local Taxes	32,848,997	33,590,323	32,152,096	32,508,000	32,256,600
Permits, privilege fees	374,275	366,388	294,552	330,000	441,200
Fines & forfeitures	151,034	124,210	93,011	55,000	125,000
Revenues from use of money & property	218,338	441,864	409,353	100,000	257,000
Charges for services	1,304,251	1,307,749	1,052,360	820,000	1,629,900
Miscellaneous	985,127	957,860	1,058,267	800,000	954,300
Recovered costs	794,655	753,098	1,076,468	900,000	883,600
Intergovernmental					
Commonwealth	6,452,542	6,635,948	6,926,049	6,416,500	6,603,750
Federal	434,251	582,659	1,254,046	4,500,000	1,059,550
Total revenues	85,567,85	88,086,990	89,505,955	92,408,200	90,957,800
<b>Expenditures</b>					
General government administration	5,761,070	6,102,281	6,605,455	6,537,756	7,017,673
Judicial administration	3,858,775	3,955,867	4,265,902	4,177,875	4,391,975
Public safety	21,361,874	22,103,127	22,132,088	24,120,769	24,464,042
Public works	3,777,203	4,014,706	4,234,745	4,857,300	5,054,800
Health & Welfare	753,218	770,747	794,554	825,252	826,021
Education	30,208,188	30,516,542	30,372,759	30,796,206	31,099,840
Parks, recreation, and culture	3,063,164	3,195,797	2,966,816	3,000,000	3,218,841
Community development	1,404,080	1,565,316	1,431,887	2,411,600	1,791,368
Capital Outlay	979,645	914,879	895,246	1,000,000	-
Debt service	10,302,749	10,758,029	11,210,058	11,639,365	11,622,900
Total expenditures	81,469,966	83,897,291	84,909,510	89,366,123	89,487,460
Excess (deficiency) of revenues over (under) expenditures	4,097,929	4,189,699	4,596,445	3,042,077	1,470,340
<b>Other Financing Sources (Uses)</b>					
Sale of property	3,443	5,117	62,000	-	-
Insurance recoveries	32,996	106,450	22,672	41,085	-
Proceeds from bond issuance	16,660,000	-	-	12,388,095	-
Proceeds from premium on bond issuance	2,751,878	-	-	-	-
Issuance of refunding debt	(19,151,899)	-	-	(12,408,168)	-
Transfers in	1,500,000	1,524,000	1,400,000	1,500,000	1,500,000
Transfers out	(4,395,255)	(5,391,933)	(6,867,520)	(5,991,000)	(3,537,540)
Total other financing sources & uses	(2,598,837)	(3,756,366)	(5,382,848)	(4,469,988)	(2,037,540)
Net change in fund balances	1,499,092	433,333	(786,403)	(1,427,911)	(567,200)
Beginning fund balance	25,087,711	26,586,803	27,020,136	26,233,733	24,805,822
<b>Ending fund balance</b>	<b>26,586,803</b>	<b>27,020,136</b>	<b>26,233,733</b>	<b>24,805,822</b>	<b>24,238,622</b>
<b>Percent Change</b>	<b>6.0%</b>	<b>1.6%</b>	<b>-2.9%</b>	<b>-5.4%</b>	<b>-2.3%</b>

The General Fund is projected to use \$1.5 million of fund balance in FY2021 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 22.3% of the General Fund expenditures.





# Revenues, Expenditures and Changes in Fund Balance

## Capital Improvement Fund

	Actual FY 2018	Actual FY 2019	Actual FY 2020	Projected FY 2021	Budget FY 2022
<b>Revenues</b>					
Revenues from use of money & property	104,440	77,033	69,167	35,000	-
Recovered costs	689,673	390,235	1,057,562	681,574	20,000
Intergovernmental					
Frederick County	-	-	257,019	-	-
Commonwealth	949,014	744,758	1,383,186	1,200,000	2,820,000
Federal	311,074	154,721	286,112	325,000	162,000
Total revenues	2,054,201	1,366,747	3,053,046	2,241,574	3,002,000
<b>Expenditures</b>					
Judicial administration	-	-	-	-	-
Public safety	-	-	-	-	-
Public works	-	-	-	-	-
Health & Welfare	-	-	-	-	-
Parks, recreation, and culture	-	-	-	-	-
Education	-	-	10,500,000	11,949,233	-
Community development	-	-	-	-	-
Capital Outlay	7,262,679	5,683,257	10,148,804	7,800,000	15,802,000
Bond issuance costs	-	23,720	272,225	427,363	300,000
Total expenditures	7,262,679	5,706,977	20,921,059	20,176,596	16,102,000
Excess (deficiency) of revenues over (under) expenditures	(5,208,478)	(4,340,230)	(17,868,013)	(17,935,022)	(13,100,000)
<b>Other Financing Sources (Uses)</b>					
Proceeds from bond issuance	-	1,000,000	15,000,000	34,455,000	13,100,000
Proceeds from premium on bond issuance	-	-	2,176,851	2,413,428	-
Transfers in	412,705	1,223,541	2,438,900	1,500,000	-
Transfers out	-	-	-	(19,581,080)	-
Total other financing sources & uses	412,705	2,223,541	19,615,751	18,787,348	13,100,000
Net change in fund balances	(4,795,773)	(2,116,689)	1,747,738	852,326	-
Beginning fund balance	8,441,147	3,645,374	1,528,685	3,276,423	4,128,749
<b>Ending fund balance</b>	<b>3,645,374</b>	<b>1,528,685</b>	<b>3,276,423</b>	<b>4,128,749</b>	<b>4,128,749</b>
<b>Percent Change</b>	<b>-56.8%</b>	<b>-58.1%</b>	<b>114.3%</b>	<b>26.0%</b>	<b>0.0%</b>

The City issued bonds in FY 2020 and FY 2021 which will be used in FY 2021 and FY 2022 to complete ongoing projects.

# Revenues, Expenditures and Changes in Fund Balance

## Non-Major Governmental Funds

Non-major Governmental Funds	Actual FY 2018	Actual FY 2019	Actual FY 2020	Projected FY 2021	Budget FY 2022
<b>Revenues</b>					
Revenues from use of money & property	8,676	11,663	12,850	8,600	2,000
Charges for services	1,285,492	1,274,995	1,264,083	1,209,000	1,228,000
Miscellaneous	99,794	74,981	88,773	491,500	258,000
Recovered costs	-	-	-	35,000	10,000
Intergovernmental					
Frederick County	150,500	150,500	342,562	100,500	150,500
Commonwealth	7,421,113	7,367,241	7,912,683	7,455,430	7,519,082
Federal	3,290,586	3,297,952	3,863,007	3,498,670	4,562,878
Total revenues	12,256,161	12,177,332	13,483,958	12,798,700	13,730,460
<b>Expenditures</b>					
Judicial administration	45,897	48,873	43,380	50,000	50,000
Public safety	1,125,000	1,144,715	1,158,654	1,150,000	1,150,000
Public works	4,899,259	5,394,471	5,220,510	4,562,000	4,710,000
Health & Welfare	9,436,405	9,298,110	10,044,829	10,026,000	10,789,000
Parks, recreation, and culture	-	-	-	-	-
Community development	379,339	365,397	435,888	677,000	569,000
Capital Outlay	313,716	362,210	668,353		
Total expenditures	16,199,616	16,613,776	17,571,614	16,465,000	17,268,000
Excess (deficiency) of revenues over (under) expenditures	(3,943,455)	(4,436,444)	(4,087,656)	(3,666,300)	(3,537,540)
<b>Other Financing Sources (Uses)</b>					
Transfers in	3,982,550	4,168,392	4,428,620	3,651,800	3,537,540
Transfers out	-	-	-	-	-
Total other financing sources & uses	3,982,550	4,168,392	4,428,620	3,651,800	3,537,540
Net change in fund balances	39,095	(268,052)	340,964	(14,500)	-
Beginning fund balance	877,543	916,638	648,586	989,550	975,050
<b>Ending fund balance</b>	<b>916,638</b>	<b>648,586</b>	<b>989,550</b>	<b>975,050</b>	<b>975,050</b>
<b>Percent Change</b>	<b>4.5%</b>	<b>-29.2%</b>	<b>52.6%</b>	<b>-1.5%</b>	<b>0.0%</b>

# Revenues, Expenditures and Changes in Fund Balance

## Internal Service Funds

Internal Service Funds	Actual FY 2018	Actual FY 2019	Actual FY 2020	Projected FY 2021	Budget FY 2022
<b>Operating Revenues</b>					
Charges for services	2,166,522	2,313,604	2,041,547	2,243,300	2,324,000
Total operating revenues	2,166,522	2,313,604	2,041,547	2,243,300	2,324,000
<b>Operating Expenses</b>					
Personal services	615,831	731,812	924,155	912,700	888,400
Contractual services	481,182	320,635	274,680	340,200	302,200
Other supplies and expenses	823,676	939,034	782,419	807,200	808,700
Insurance claims and expenses	477,464	495,005	593,230	475,000	607,700
Depreciation	5,111	10,156	10,156	5,000	-
Total operating expenses	2,403,264	2,496,642	2,584,640	2,540,100	2,607,000
Excess (deficiency) of revenues over (under) expenditures	(236,742)	(183,038)	(543,093)	(296,800)	(283,000)
<b>Nonoperating revenues (expenses)</b>					
Intergovernmental					
Federal	-	-	936		
Investment earnings	4,685	10,365	4,927	6,000	8,000
Gain on disposal of capital assets	1,646	-	2,775	-	-
Total nonoperating revenues (expenses)	6,331	10,365	8,638	6,000	8,000
Income (Loss) before transfers & contributions	(230,411)	(172,673)	(534,455)	(290,800)	(275,000)
Transfers out	-	(124,000)	-	-	-
Change in net assets	(230,411)	(296,673)	(534,455)	(290,800)	(275,000)
Beginning net assets, as restated	1,849,543	1,619,132	1,322,459	1,322,459	1,031,659
<b>Ending net assets</b>	<b>1,619,132</b>	<b>1,322,459</b>	<b>788,004</b>	<b>1,031,659</b>	<b>756,659</b>
<b>Percent Change</b>	<b>-12.5%</b>	<b>-18.3%</b>	<b>-40.4%</b>	<b>-22.0%</b>	<b>-26.7%</b>

The Employee Benefits fund is projected to use \$290,800 of fund balance in FY 2021 and \$275,000 in FY 2022 for other post-employee benefits.

# Revenues, Expenditures and Changes in Fund Balance

## Enterprise Funds

Enterprise Funds	Actual FY 2018	Actual FY 2019	Actual FY 2020	Projected FY 2021	Budget FY 2022
<b>Operating Revenues</b>					
Charges for services	23,120,840	24,513,908	25,541,168	25,427,000	25,814,000
Miscellaneous	18,393	39,196	67,151	5,000	2,000
Recovered costs	5,672,448	6,579,346	5,554,005	7,000,000	-
Total operating revenues	28,811,681	31,132,450	31,162,324	32,432,000	25,816,000
<b>Operating Expenses</b>					
Personal services	3,916,671	4,728,895	5,131,159	5,267,476	4,416,600
Contractual services	5,045,115	6,083,767	6,096,397	6,500,000	1,113,700
Other supplies and expenses	5,260,112	5,757,560	4,925,109	4,800,000	6,988,300
Depreciation	5,314,675	5,364,668	5,766,043	5,800,000	-
Total operating expenses	19,536,573	21,934,890	21,918,708	22,367,476	12,518,600
Excess (deficiency) of revenues Over (under) expenditures	9,275,108	9,197,560	9,243,616	10,064,524	13,297,400
<b>Nonoperating revenues (expenses)</b>					
Intergovernmental:					
Federal	269,348	270,721	233,366	265,000	127,000
Investment earnings	105,567	957,384	378,324	65,000	40,000
Interest and fiscal charges	(4,662,843)	(5,782,969)	(5,053,790)	(5,700,000)	(12,328,400)
Gain on disposal of capital assets	-	(4,853)	-	-	-
Total nonoperating revenues (expenses)	(4,287,928)	(4,559,717)	(4,442,100)	(5,370,000)	(12,161,400)
Income (Loss) before transfers & contributions	4,987,180	4,637,843	4,801,516	4,694,524	1,136,000
<b>Capital contributions</b>	17,280	1,208,398	2,695,234	1,500,000	
<b>Transfers out</b>	(1,500,000)	(1,400,000)	(1,400,000)	(1,500,000)	(1,500,000)
Change in net assets	3,504,460	4,446,241	6,096,750	4,694,524	(364,000)
Beginning net assets - restated FY2018	63,337,218	66,841,678	71,287,919	77,384,669	82,079,193
Ending net assets	<b>66,841,678</b>	<b>71,287,919</b>	<b>77,384,669</b>	<b>82,079,193</b>	<b>81,715,193</b>
<b>Percent Change</b>	<b>5.5%</b>	<b>6.7%</b>	<b>8.6%</b>	<b>6.1%</b>	<b>-0.4%</b>

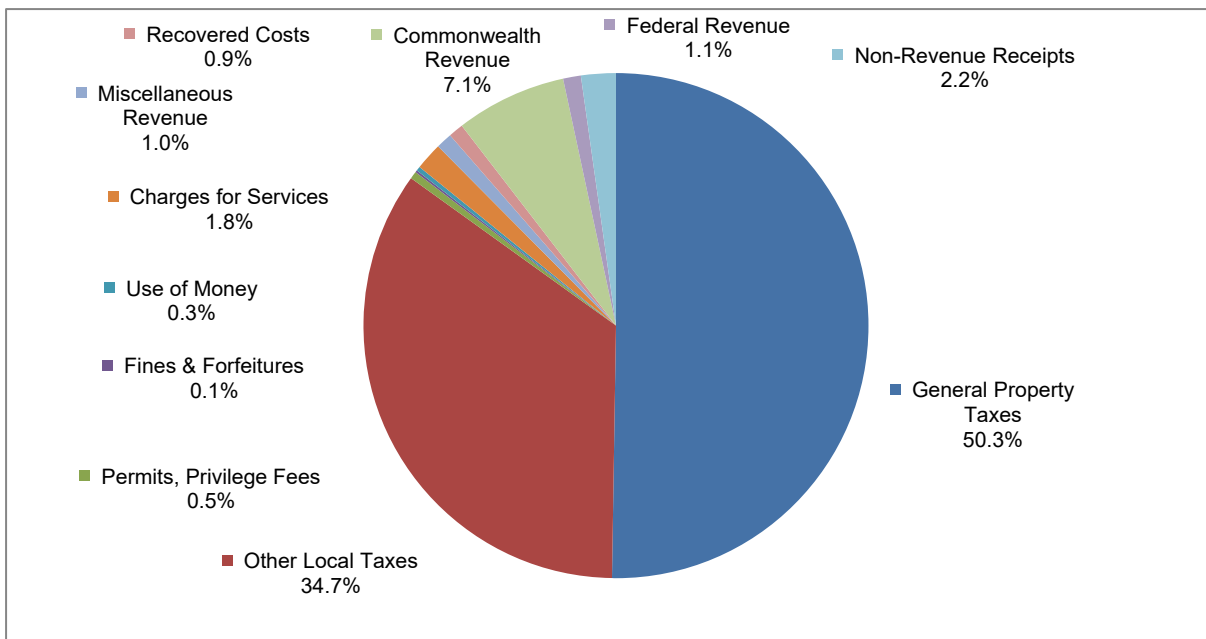
## General Fund

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

### Revenue Summary:

Revenue Sources	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
General Property Taxes	43,326,891	45,189,753	44,749,900	46,746,900	1,997,000
Other Local Taxes	33,590,324	32,286,128	32,008,000	32,256,600	248,600
Permits, Privilege Fees	366,390	294,553	381,700	441,200	59,500
Fines & Forfeitures	124,210	93,012	125,000	125,000	-
Use of Money	441,864	409,354	257,000	257,000	-
Charges for Services	1,307,750	1,052,363	1,315,900	1,629,900	314,000
Miscellaneous Revenue	957,860	1,058,230	941,300	954,300	13,000
Recovered Costs	752,500	1,076,169	868,600	883,600	15,000
Commonwealth Revenue	6,618,449	6,926,049	6,416,500	6,603,750	187,250
Federal Revenue	582,659	1,254,046	1,173,000	1,059,550	(113,450)
Non-Revenue Receipts	1,686,169	1,534,972	2,435,100	2,067,200	(367,900)
<b>General Fund Revenue</b>	<b>89,755,066</b>	<b>91,174,629</b>	<b>90,672,000</b>	<b>93,025,000</b>	<b>2,353,000</b>

### FY 2022 General Fund Revenues by Category

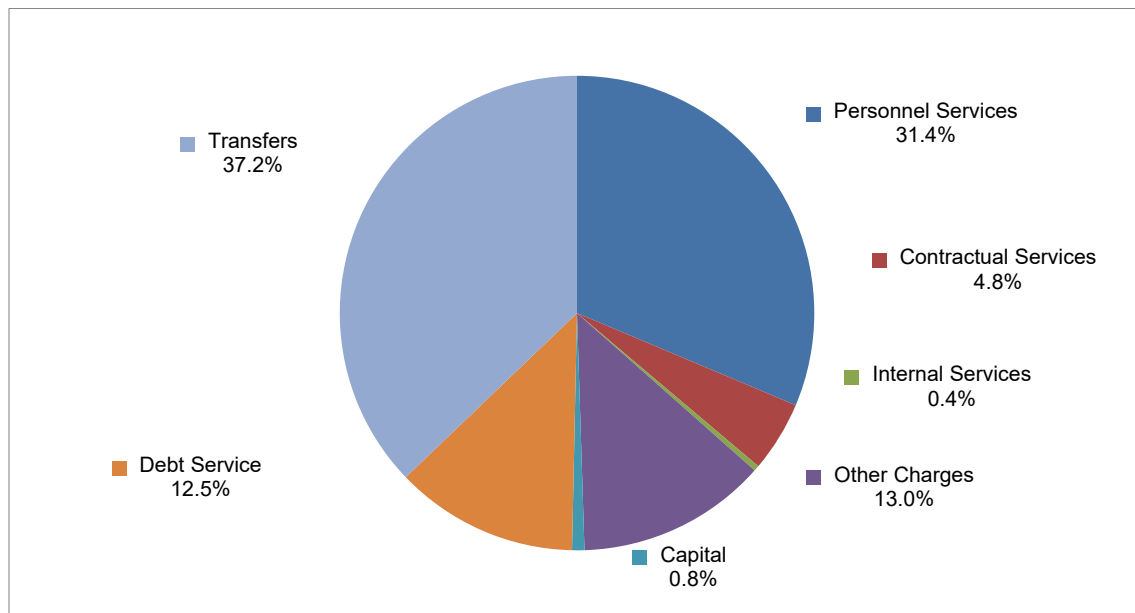


## General Fund

### Expenditure Summary:

Expenditure by Class	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 PROPOSED BUDGET	FY 2022 BUDGET Inc/(Dec)
Personnel Services	26,013,831	27,144,915	27,550,100	29,168,600	1,618,500
Contractual Services	3,905,713	4,105,088	4,069,936	4,474,703	404,767
Internal Services	373,280	351,266	349,850	348,950	(900)
Other Charges	11,529,237	10,945,497	12,266,712	12,052,805	(213,907)
Capital	914,879	895,247	87,700	780,400	692,700
Debt Service	10,758,029	11,210,058	11,956,800	11,622,900	(333,900)
Transfers	35,844,256	39,132,102	34,390,902	34,576,642	185,740
<b>TOTAL GENERAL FUND</b>	<b>89,339,225</b>	<b>93,784,173</b>	<b>90,672,000</b>	<b>93,025,000</b>	<b>2,353,000</b>

### FY 2022 General Fund Expenditures by Category



### Staffing Summary:

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
General Government	44.0	44.0	42.5	42.5	0
Judicial Administration	44.0	43.0	44.0	44.0	0
Public Safety	174.5	177.5	177.5	181.5	4.0
Public Works	39.0	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	10.5	11.5	1.0
<b>Total</b>	<b>336.0</b>	<b>338.0</b>	<b>336.5</b>	<b>341.5</b>	<b>5.0</b>



## General Fund

### Revenue Detail:

Account Description	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 PROPOSED BUDGET	FY 2022 BUDGET Inc/(Dec)
Real Estate - Current	27,751,661	28,214,714	28,960,000	30,618,000	1,658,000
Real Estate - Delinquent	992,603	1,499,107	1,000,000	1,300,000	300,000
Delinquent-Primary/Secondary	12,369	13,899	7,000	7,000	-
Primary District	67,600	69,194	74,000	74,000	-
Secondary District	85,782	86,462	85,000	85,000	-
Real Estate Penalties	100,292	150,305	115,000	115,000	-
Real Estate Interest	74,882	85,111	75,000	75,000	-
Public Service - Real Estate	845,956	822,669	845,000	845,000	-
Public Service - Personal Property	2,101	2,058	2,000	2,000	-
Personal Property - Current	10,912,875	11,706,478	11,000,000	11,000,000	-
Personal Property - Delinquent	556,846	461,792	600,000	600,000	-
Mobile Home Taxes	1,809	839	1,900	900	(1,000)
Machinery & Tools	1,659,011	1,766,693	1,750,000	1,750,000	-
Personal Property Penalties	185,203	220,245	165,000	185,000	20,000
Personal Properties Interest	77,901	90,187	70,000	90,000	20,000
<b>GENERAL PROPERTY TAXES</b>	<b>43,326,891</b>	<b>45,189,753</b>	<b>44,749,900</b>	<b>46,746,900</b>	<b>1,997,000</b>
State Sales Taxes	10,008,106	9,724,767	9,200,000	10,100,000	900,000
Communication Taxes	1,969,935	1,771,153	2,000,000	1,700,000	(300,000)
Electric Utility	1,319,895	1,278,937	1,300,000	1,275,000	(25,000)
Gas Utility	541,627	510,095	525,000	500,000	(25,000)
Electric Consumption	131,706	125,625	135,000	125,000	(10,000)
Gas Consumption	20,097	20,272	20,000	20,000	-
Business License - Contracting	453,148	407,626	425,000	425,000	-
Business License - Retail	2,340,660	2,530,243	2,100,000	2,100,000	-
Business License - Professional	3,084,894	3,266,002	2,900,000	2,900,000	-
Business License - Repair & Personal	999,538	939,607	950,000	950,000	-
Business License - Wholesale	209,096	180,900	200,000	200,000	-
Business License - Other	2,706	2,089	2,500	2,500	-
Business License - Penalties	66,524	43,930	65,000	65,000	-
Business License - Interest	11,967	7,906	12,000	12,000	-
Business License - Telephone	57,081	50,385	55,000	55,000	-
Franchise Fee Electrical	238,255	228,153	225,000	225,000	-
Franchise Fee Telephone ROW	146,603	179,853	150,000	150,000	-
Franchise Fee Gas	131,273	133,242	130,000	130,000	-
Motor Vehicles Licenses	65,908	17,461	-	-	-
Motor Vehicle License Penalties	13,385	3,525	-	-	-
Bank Franchise	936,466	692,173	830,000	830,000	-
Recordation	300,349	340,358	300,000	300,000	-
Will Probate	5,972	8,880	6,000	6,000	-
Cigarettes	582,738	819,095	800,000	800,000	-
Admissions	140,519	96,659	140,000	140,000	-
Penalties & Interest	363	372	500	500	-

## General Fund Revenue Detail

### ***Revenue Detail – continued:***

<b>Account Description</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 PROPOSED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Motel	1,003,105	808,381	900,000	700,000	(200,000)
Penalties & Interest	707	1,270	500	500	-
Meals	8,774,398	8,079,315	8,600,000	8,500,000	(100,000)
Meals Penalties	28,781	16,091	30,000	30,000	-
Meals Interest	545	129	500	500	-
Short Term	3,916	1,634	6,000	14,600	8,600
Penalties & Interest	61	-	-	-	-
<b>OTHER LOCAL TAXES</b>	<b>33,590,324</b>	<b>32,286,128</b>	<b>32,008,000</b>	<b>32,256,600</b>	<b>248,600</b>
Dog	13,556	13,556	13,500	13,500	-
On Street Parking	50	50	100	100	-
Transfer Fees	608	608	1,000	1,000	-
Erosion, Sediment Control	7,900	7,900	5,000	5,000	-
Storm water Mgmt Permit	8,366	8,366	10,000	10,000	-
Right of Way Work Permit	-	-	-	60,000	60,000
Concealed Carry/Weapons Fees	7,581	7,581	10,000	10,000	-
RE Public Hearing Fee	410	410	-	-	-
Hazardous Use	1,320	1,320	2,000	2,000	-
Taxi	1,580	1,580	2,500	2,500	-
Street Permits	2,215	2,215	3,000	3,000	-
Building Permits - Building	102,797	102,797	100,000	100,000	-
Building Permits - Electrical	613	613	600	600	-
Building Permits - Plumbing	26,757	26,757	30,000	30,000	-
Building Permits - Mechanical	37,085	37,085	35,000	35,000	-
Elevator	3,600	3,600	4,000	4,000	-
Occupancy	-	-	500	-	(500)
Fire Protection	11,245	11,245	10,000	10,000	-
Gas	354	354	500	500	-
Building Permits - Signs	5,520	5,520	5,000	5,000	-
Land Use Application Fees	27,600	27,600	50,000	50,000	-
Planning Advertising Fees	525	525	1,000	1,000	-
Re-zoning & Subdivision Permit	28,650	28,650	15,000	15,000	-
Signs, Permits & Inspections	5,680	5,680	7,500	7,500	-
Architectural Review	600	600	500	500	-
Board of Zoning Appeals	4,800	4,800	5,000	5,000	-
Miscellaneous Fees	8,150	8,150	5,000	5,000	-
Civil Penalties	10,856	10,856	15,500	15,500	-
Rental Housing/Inspections	35,330	35,330	35,000	35,000	-
Rental Housing/Penalties	7,184	7,184	9,500	9,500	-
Rental Housing/Misc. Fees	5,458	5,458	5,000	5,000	-
<b>PERMITS, PRIVILEGE FEES</b>	<b>366,390</b>	<b>366,390</b>	<b>381,700</b>	<b>441,200</b>	<b>59,500</b>

# General Fund Revenue Detail

## Revenue Detail – continued:

Account Description	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Courts	119,079	89,082	120,000	120,000	-
Interest	5,131	3,930	5,000	5,000	-
<b>FINES AND FORFEITURES</b>	<b>124,210</b>	<b>93,012</b>	<b>125,000</b>	<b>125,000</b>	-
Interest Earnings	231,378	169,373	75,000	75,000	-
Rental - General Property	31,068	-	-	-	-
Rental Rec Prop/Facility	179,418	114,834	175,000	175,000	-
Lease of Property	-	125,147	7,000	7,000	-
<b>USE OF MONEY/PROPERTY</b>	<b>441,864</b>	<b>409,354</b>	<b>257,000</b>	<b>257,000</b>	-
Sheriff Fees	2,949	2,949	3,000	3,000	-
Case Assessment	18,124	11,709	20,000	20,000	-
Courthouse Security Fees	44,861	31,365	45,000	65,000	20,000
Miscellaneous Fees	8,730	7,045	7,000	7,000	-
Courthouse Compliance Fee	25,196	16,330	25,000	25,000	-
Electronic Summons Fee	20,448	14,410	20,000	20,000	-
Commonwealth Attorney	7,088	6,211	6,000	6,000	-
Hazmat	4,422	4,295	15,000	15,000	-
False Alarm Fees	17,300	18,200	15,000	15,000	-
Misc Police Fees	5,609	4,313	5,000	5,000	-
Towing Inspection Fees	1,700	1,650	2,000	2,000	-
Police OT Reimbursement	16,106	9,098	15,000	15,000	-
Sanitation Fee	528,689	518,404	530,000	824,000	294,000
Waste Collection/Disposal Fees	5,770	230	4,000	4,000	-
Sale of Recycle Materials	4,444	16,395	10,000	10,000	-
Recreation Activities	37,963	17,382	26,000	26,000	-
Indoor Pool Fees	57,884	33,013	78,000	78,000	-
Outdoor Pool Fees	78,024	46,336	85,000	85,000	-
Admissions & Memberships	82,466	66,852	99,000	99,000	-
Athletic Fees	57,417	28,150	55,000	55,000	-
Childcare Fees	239,815	167,667	228,600	228,600	-
Concession Sales	251	104	300	300	-
Parks Capital Replacement Fees	39,903	28,275	21,000	21,000	-
Special Events	2,591	1,980	1,000	1,000	-
<b>CHARGES FOR SERVICES</b>	<b>1,307,750</b>	<b>1,052,363</b>	<b>1,315,900</b>	<b>1,629,900</b>	<b>314,000</b>
Payments in Lieu of Taxes	701,434	701,398	700,000	700,000	-
Special Events	146,989	165,141	150,000	150,000	-
Old Town Winchester Misc.	2,651	3,312	4,000	4,000	-
Old Town Public Restroom	3,682	2,977	5,000	5,000	-
Bad Checks	600	475	500	500	-
Admin & Collection Fees	54,188	58,506	55,000	55,000	-
Sales of Supplies	387	330	-	-	-

# General Fund Revenue Detail

## Revenue Detail – continued:

Account Description	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Sale of Surplus Property	38,556	56,147	21,500	21,500	-
Sale of Copies & Documents	337	334	300	300	-
Donations - Fire Dept.	3,700	9,051	-	13,000	13,000
Commonwealth Attorney	4,914	-	5,000	5,000	-
Miscellaneous Revenue	422	60,559	-	-	-
<b>MISCELLANEOUS REVENUE</b>	<b>957,860</b>	<b>1,058,230</b>	<b>941,300</b>	<b>954,300</b>	<b>13,000</b>
Miscellaneous	3,612	4,233	-	-	-
Rebates	5,635	5,759	5,900	5,900	-
External Recoveries	11,276	73,441	-	-	-
Social Services	-	96,171	85,000	100,000	15,000
Circuit Court	87,181	85,250	87,000	87,000	-
JJC Building	464,229	496,653	500,000	500,000	-
City Attorney	6,750	-	-	-	-
Landfill-Recycling	43,718	42,949	45,000	45,000	-
Police Department	34,581	180,486	54,700	54,700	-
Parks & Recreation	888	597	-	-	-
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	4,000	-	-	-	-
<b>RECOVERED COSTS</b>	<b>752,500</b>	<b>1,076,169</b>	<b>868,600</b>	<b>883,600</b>	<b>15,000</b>
<b>REVENUE LOCAL SOURCES</b>	<b>80,867,789</b>	<b>81,459,562</b>	<b>80,647,400</b>	<b>83,294,500</b>	<b>2,647,100</b>
Motor Vehicle Carrier Tax	374	2,798	-	-	-
Mobile Home Titling Taxes	1,905	165	1,000	1,000	-
Tax on Deeds	104,067	64,565	100,000	-	(100,000)
Railroad Rolling Stock Tax	7,596	7,419	7,500	7,500	-
Grantor's Tax	94,780	89,401	95,000	95,000	-
Rental Car Tax	303,690	287,168	275,000	275,000	-
Reimbursement (PPTRA)	2,622,084	2,622,084	2,622,100	2,622,100	-
<b>NON-CATEGORICAL AID</b>	<b>3,134,496</b>	<b>3,073,600</b>	<b>3,100,600</b>	<b>3,000,600</b>	<b>(100,000)</b>
Commonwealth's Attorney	757,098	807,375	780,200	862,900	82,700
Sheriff	362,947	373,914	376,525	395,700	19,175
Sheriff Mileage	24,917	14,409	18,000	18,000	-
Commissioner of Revenue	113,869	119,526	119,875	147,700	27,825
Treasurer	105,074	108,564	109,300	121,200	11,900
Registrar/Electoral Board	42,436	61,995	43,000	80,000	37,000
Clerk of Circuit Court	358,966	372,693	377,900	404,000	26,100
Jury Reimbursement	7,920	-	6,300	6,300	-
Shared - Victim Witness	39,676	39,676	39,000	39,000	-
VRSA Grants	-	-	-	4,000	4,000
<b>SHARED EXPENSES</b>	<b>1,812,903</b>	<b>1,898,152</b>	<b>1,870,100</b>	<b>2,078,800</b>	<b>208,700</b>

## General Fund Revenue Detail

### ***Revenue Detail – continued:***

<b>Account Description</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Department of Health	26,946	24,597	-	-	
Juvenile & Domestic Relations	14,751	16,323	14,000	17,000	3,000
Litter Control	6,766	5,345	7,000	7,000	-
Fire Program Funds	90,696	95,435	67,500	67,700	200
Four for Life Grant	50,946	-	25,000	29,000	4,000
HazMat Funding	30,000	30,000	30,000	80,000	50,000
Police 599 Funds	870,016	903,948	900,000	900,000	-
Jail	18,554	26,384	25,000	25,000	-
Health Department	252,078	258,382	250,000	258,300	8,300
General District Court	9,796	10,451	9,500	10,000	500
Development Opportunity Fund	-	187,931	-	-	-
Asset Forfeiture Police	16,043	19,520	-	-	-
Asset Forfeiture Comm Attorney	4,410	6,011	-	-	-
Virginia Main Street Program	1,000	1,000	-	-	-
Fire Program Funds Grant	700	-	-	-	-
Wireless E911 Services Board	249,605	368,970	117,800	117,800	-
Dept of Historic Resources	5,000	-	-	-	-
Rescue Squad Assistance Fund	23,743	-	-	12,550	12,550
<b>STATE CATEGORICAL FUNDS</b>	<b>1,671,050</b>	<b>1,954,297</b>	<b>1,445,800</b>	<b>1,524,350</b>	<b>78,550</b>
<b>REVENUE FROM STATE</b>	<b>6,618,449</b>	<b>6,926,049</b>	<b>6,416,500</b>	<b>6,603,750</b>	<b>187,250</b>
Body Worn Camera Grant	8,905	8,905	8,900	8,900	-
Emergency Service Grants	981	6,832	-	-	-
Asset Forfeiture Funds	-	-	675,000	619,550	(55,450)
CARES	-	651,261	-	-	-
Assistance to Firefighters Grant	4,500	4,500	4,500	4,500	-
Commission for the Arts Grant	4,570	2,359	4,000	4,000	-
Child/Adult Care Food	13,967	-	-	-	-
Juvenile Justice	-	-	70,600	70,600	-
Police - DCJS	-	10,000	-	-	-
Washington/Baltimore HIDTA	114,152	-	-	-	-
Justice Assistance Grants	110,228	322,032	200,000	200,000	-
CDBG Grant	8,784	1,277	5,000	5,000	-
Ballistic Vest Program	119,029	119,025	119,000	119,000	-
Victim Witness	19,206	11,866	28,000	28,000	-
DMV Grants	-	78,950	-	-	-
Homeland Security/ODP	178,337	37,039	58,000	-	(58,000)
<b>FEDERAL REVENUE</b>	<b>582,659</b>	<b>1,254,046</b>	<b>1,173,000</b>	<b>1,059,550</b>	<b>(113,450)</b>
Insurance Recoveries	106,450	22,672	-	-	-
Sale of Property	5,118	62,000	-	-	-
CDBG Loan Principal	447	223	-	-	-
CDBG Loan Interest	154	77	-	-	-

## General Fund Revenue Detail

### ***Revenue Detail – continued:***

<b>Account Description</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Employee Benefits Fund	124,000	-	-	-	-
Utilities Fund	1,400,000	1,400,000	1,500,000	1,500,000	-
Old Town Winchester	50,000	50,000	50,000	50,000	-
Fund Balance	-	-	874,700	517,200	(357,500)
Assigned - Fire Programs	-	-	10,400	-	(10,400)
<b>NON-REVENUE RECEIPTS</b>	<b>1,686,169</b>	<b>1,534,972</b>	<b>2,435,100</b>	<b>2,067,200</b>	<b>(367,900)</b>
<b>TOTAL GENERAL FUND</b>	<b>89,755,066</b>	<b>91,174,629</b>	<b>90,672,000</b>	<b>93,025,000</b>	<b>2,353,000</b>



# General Fund Department Summary

## Budget by Department:

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022
	ACTUAL	ACTUAL	ORIGINAL	ADOPTED	BUDGET
			BUDGET	BUDGET	Inc/(Dec)
City Council	204,049	219,530	224,300	219,000	(5,300)
Clerk of Council	42,583	43,095	46,800	48,200	1,400
City Manager	254,466	423,697	337,400	505,000	167,600
Communications	273,830	263,800	273,150	291,200	18,050
City Attorney	309,998	357,831	264,000	200,000	(64,000)
Independent Auditors	75,862	88,389	80,000	95,000	15,000
Human Resources	574,831	526,167	511,100	536,400	25,300
Commissioner of the Revenue	591,250	598,270	602,900	633,300	30,400
Treasurer	481,609	509,062	511,900	546,700	34,800
Finance	740,427	703,787	752,200	728,700	(23,500)
Innovation and Information Services	2,160,727	2,606,120	2,364,800	2,607,200	242,400
Risk Management	46,965	36,824	60,000	45,000	(15,000)
Office of Elections	181,538	250,495	225,900	278,700	52,800
Circuit Court	95,651	105,254	102,300	105,400	3,100
General District Court	22,879	22,541	32,300	32,400	100
Magistrate	2,856	2,823	3,975	3,975	-
J & D Relations District Court Clerk	43,867	48,746	58,700	59,200	500
Clerk of the Circuit Court	540,590	579,951	599,800	614,600	14,800
City Sheriff	1,309,697	1,401,556	1,348,200	1,425,400	77,200
Courthouse Security	289,565	297,938	260,800	288,700	27,900
Juror Services	20,000	20,000	20,000	20,000	-
Commonwealth Attorney	1,459,895	1,590,287	1,531,000	1,617,700	86,700
Victim Witness	207,323	221,556	220,800	224,600	3,800
Police Department	8,044,735	8,112,514	8,150,200	8,453,000	302,800
Police Grants	222,205	510,001	85,500	108,700	23,200
Fire Department	6,232,683	6,176,382	6,164,600	6,638,100	473,500
Fire Grants	335,306	146,126	910,900	827,800	(83,100)
J&DR Court Services (Probation)	106,076	71,656	4,600	4,600	-
Inspections Department	571,442	547,325	534,600	572,700	38,100
Emergency Management	666,199	602,563	593,400	658,000	64,600
Hazardous Material	55,019	55,121	76,600	76,600	-
Emerg Communications Center	970,783	1,092,142	1,139,500	1,273,700	134,200
Streets	137,334	155,618	179,100	184,800	5,700
Storm Drainage	63,172	43,429	71,400	73,600	2,200
Loudoun Mall	89,762	81,432	116,200	116,200	-

## General Fund Department Summary

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

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2022</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ORIGINAL</b>	<b>ADOPTED</b>	<b>BUDGET</b>
			<b>BUDGET</b>	<b>BUDGET</b>	<b>Inc/(Dec)</b>
Refuse Collection	1,573,384	1,723,440	1,635,500	2,171,600	536,100
Joint Judicial Center	470,988	557,131	573,600	582,300	8,700
Facilities Maintenance	1,747,568	1,648,905	1,768,200	1,899,300	131,100
Real Estate Tax Relief	216,047	211,263	225,000	225,000	-
Parks Supervision	393,189	364,933	412,200	525,400	113,200
Special Events	86,316	95,063	91,150	80,000	(11,150)
Parks Maintenance	777,217	700,979	800,200	650,000	(150,200)
Community Recreation Programs	81,718	51,054	105,150	83,500	(21,650)
Outdoor Swimming Pool	169,925	204,844	233,800	230,700	(3,100)
Indoor Swimming Pool	239,546	218,894	285,100	302,800	17,700
War Memorial Building	474,928	437,833	459,900	434,800	(25,100)
School Age Child Care	263,236	258,280	279,000	286,900	7,900
Athletic Programs	191,202	159,288	203,300	196,700	(6,600)
Planning Department	272,439	278,219	259,900	290,900	31,000
Redevelop & Housing (CDBG)	10,020	30,054	21,700	23,600	1,900
Zoning Department	218,075	222,693	194,000	205,400	11,400
Development Services	395,003	492,866	667,700	679,500	11,800
Old Town Winchester	484,727	282,477	309,500	309,500	-
GIS	89,835	88,382	103,100	110,600	7,500
Other	279,440	280,310	283,306	283,273	(33)
Regional Agencies	6,876,963	6,623,077	6,954,067	7,139,510	185,443
Transit	260,000	256,000	324,700	-	(324,700)
Social Services	1,410,646	1,766,500	1,831,500	1,872,340	40,840
CSA	1,582,247	1,512,932	1,345,100	1,514,700	169,600
Schools Operating	29,063,623	30,839,102	30,339,102	31,039,102	700,000
Schools Capital Improvement	1,223,541	2,438,900	-	-	-
Win-Fred Co CVB Fund	150,500	150,500	150,500	150,500	-
Highway Maintenance	765,000	742,689	-	-	-
Capital Improvements	1,388,699	1,425,479	400,000	-	(400,000)
City Debt Service	3,120,982	3,140,435	3,215,625	3,006,700	(208,925)
Schools Debt Service	7,637,047	8,057,533	8,741,175	8,616,200	(124,975)
Debt Refunding	-	12,090	-	-	-
<b>TOTAL GENERAL FUND</b>	<b>89,339,225</b>	<b>93,784,173</b>	<b>90,672,000</b>	<b>93,025,000</b>	<b>2,353,000</b>

## General Government – City Council

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

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

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

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

<b>Expenditure by Classification</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 PROPOSED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Personnel Services	133,941	162,475	167,800	162,500	(5,300)
Contractual Services	28,157	16,756	16,600	16,600	-
Other Charges	41,951	40,299	39,900	39,900	-
<b>TOTAL EXPENDITURES</b>	<b>204,049</b>	<b>219,530</b>	<b>224,300</b>	<b>219,000</b>	<b>(5,300)</b>

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Mayor	10,800	10,800	10,800	10,800	-
Councilors	72,900	72,000	72,000	72,000	-
FICA	5,604	4,725	4,776	4,797	21
Worker's Compensation	53	50	50	62	12
Employee Benefits	44,584	74,900	80,174	74,841	(5,333)
<b>PERSONNEL</b>	<b>133,941</b>	<b>162,475</b>	<b>167,800</b>	<b>162,500</b>	<b>(5,300)</b>

## General Government – City Council

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Other Professional Services	9,648	2,350	6,000	6,000	-
Printing & Binding	179	9	500	500	-
Local Media	18,233	14,397	10,000	10,000	-
Food Services	97	-	100	100	-
<b>CONTRACTUAL SERVICES</b>	<b>28,157</b>	<b>16,756</b>	<b>16,600</b>	<b>16,600</b>	<b>-</b>
Postal Services	299	69	300	300	-
Mileage & Transportation	-	-	-	-	-
Travel & Training	1,239	1,590	2,000	2,000	-
Dues & Memberships	30,542	30,731	31,000	31,000	-
Miscellaneous Charges & Fees	8,477	7,895	5,000	5,000	-
Office Supplies	102	-	500	500	-
Food & Food Service	469	14	500	500	-
Books & Subscriptions	353	-	-	-	-
Other Operating Supplies	19	-	100	100	-
Awards, Plaques, Other	451	-	500	500	-
<b>OTHER CHARGES</b>	<b>41,951</b>	<b>40,299</b>	<b>39,900</b>	<b>39,900</b>	<b>-</b>
<b>TOTAL CITY COUNCIL</b>	<b>204,049</b>	<b>219,530</b>	<b>224,300</b>	<b>219,000</b>	<b>(5,300)</b>

## General Government – Clerk of Council

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

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

<b>Expenditure by Classification</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Personnel Services	31,064	35,595	36,400	37,800	1,400
Contractual Services	3,971	2,823	4,200	4,200	-
Other Charges	7,548	4,677	6,200	6,200	-
<b>TOTAL EXPENDITURES</b>	<b>42,583</b>	<b>43,095</b>	<b>46,800</b>	<b>48,200</b>	<b>1,400</b>

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

<b>Full-Time Employees</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Inc/(Dec)</b>
Clerk of Council	0.5	0.5	0.5	0.5	0
<b>Total</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0</b>

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Regular	24,572	26,961	27,508	28,608	1,100
FICA	1,882	2,046	2,018	2,152	134
VRS-Employer	1,883	2,420	2,472	2,927	455
Insurance Employer	274	353	360	384	24
VA Local Disability Plan	106	145	185	151	(34)
Worker's Compensation	16	16	19	22	3
Benefits Admin Fee	15	18	18	18	-
Employee Benefits	2,291	3,604	3,786	3,510	(276)
VRS Health Insurance Credit	25	32	34	28	(6)
<b>PERSONNEL</b>	<b>31,064</b>	<b>35,595</b>	<b>36,400</b>	<b>37,800</b>	<b>1,400</b>

## General Government – Clerk of Council

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Other Professional Services	3,869	2,650	4,000	4,000	-
Printing & Binding	102	173	200	200	-
CONTRACTUAL SERVICES	3,971	2,823	4,200	4,200	-
Office Equipment Lease	3,136	2,912	3,025	3,025	-
Mileage & Transportation	267	-	-	-	-
Travel & Training	1,801	1,149	1,800	1,800	-
Dues & Memberships	275	280	275	275	-
Miscellaneous Charges & Fees	57	216	200	200	-
Office Supplies	197	92	650	650	-
Books & Subscriptions	16	-	100	100	-
Other Operating Supplies	1,799	28	150	150	-
OTHER CHARGES	7,548	4,677	6,200	6,200	-
<b>TOTAL CLERK OF COUNCIL</b>	<b>42,583</b>	<b>43,095</b>	<b>46,800</b>	<b>48,200</b>	<b>1,400</b>



## General Government – City Manager

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

### ***Goals:***

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To ensure that resources funded by City Council are well managed and available 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. **(Strategic Plan Goal 4)**

### ***Objectives:***

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- Provide Council with information and data necessary for formulating policy
- Direct and control departments and offices
- Exercise fiscal control over operations and submit an annual budget to City Council
- Respond to citizen inquires and requests
- Evaluate programs and projects for effectiveness
- Conduct research and develop methodology for new programs
- Communicate Council policy to departments and offices
- Manage work force and create high performing organizational structure
- Act as liaison to the General Assembly and monitor legislation affecting City citizens
- Provide appropriate, effective and consistent internal and external communication to inform the public about City policies

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

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

## General Government – City Manager

### Performance Measures:

Indicators	2018 Actual	2019 Actual	2020 Actual	2021 Estimated	2022 Projected
<b>Output Measures</b>					
Analysis and research to support Council policy formulation	As Necessary	As Necessary	As Necessary	As Necessary	As Necessary
Operating department performance reviews	As Necessary	As Necessary	As Necessary	As Necessary	As Necessary
Contacts with Legislative Delegation and VML staff members	As Necessary	As Necessary	As Necessary	As Necessary	As Necessary
<b>Outcome Measures</b>					
% of time operating budget expenditures conform to established budgetary guidelines	100%	100%	100%	100%	100%
Information requests from Mayor or City Council answered within 10 days	100%	100%	100%	100%	100%
Information requests from the public answered within 10 days	100%	100%	100%	100%	100%

### Performance Measurement Results:

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

### Expenditure Summary:

Expenditure by Classification	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Personnel Services	245,870	415,558	330,400	498,000	167,600
Contractual Services	1,091	1,189	1,000	1,000	-
Other Charges	7,505	6,950	6,000	6,000	-
<b>TOTAL CITY MANAGER</b>	<b>254,466</b>	<b>423,697</b>	<b>337,400</b>	<b>505,000</b>	<b>167,600</b>

### Staffing Summary:

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
City Manager	2.5	2.5	3.5	3.5	0
<b>Total</b>	<b>2.5</b>	<b>2.5</b>	<b>3.5</b>	<b>3.5</b>	<b>0</b>

## General Government – City Manager

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Regular	195,560	336,899	261,667	388,363	126,696
Overtime	-	127	-	-	-
Non-Classified Part-time	-	5,936	-	-	-
FICA	12,617	21,883	14,034	20,300	6,266
VRS-Employer	16,611	20,732	23,524	38,993	15,469
Insurance Employer	2,423	3,018	3,428	5,106	1,678
VA Local Disability Plan	1,278	844	1,484	1,058	(426)
Worker's Compensation	128	209	163	286	123
Deferred Comp Contribution	8,127	8,856	8,788	8,751	(37)
Benefits Admin Fee	52	86	81	108	27
Employee Benefits	8,852	16,692	16,917	34,655	17,738
VRS Health Insurance Credit	222	276	314	380	66
<b>PERSONNEL</b>	<b>245,870</b>	<b>415,558</b>	<b>330,400</b>	<b>498,000</b>	<b>167,600</b>
Other Professional Services	-	625	-	-	-
Printing & Binding	1,091	564	1,000	1,000	-
<b>CONTRACTUAL SERVICES</b>	<b>1,091</b>	<b>1,189</b>	<b>1,000</b>	<b>1,000</b>	<b>-</b>
Postal Services	117	173	200	200	-
Lease Rentals/Office Equipment	306	-	-	-	-
Mileage & Transportation	90	275	-	-	-
Travel & Training	2,993	1,561	1,500	1,500	-
Dues & Memberships	1,792	3,900	2,000	2,000	-
Office Supplies	848	400	900	900	-
Food & Food Services	67	151	100	100	-
Books & Subscriptions	256	269	300	300	-
Other Operating Supplies	1,036	221	1,000	1,000	-
<b>OTHER CHARGES</b>	<b>7,505</b>	<b>6,950</b>	<b>6,000</b>	<b>6,000</b>	<b>-</b>
<b>TOTAL CITY MANAGER</b>	<b>254,466</b>	<b>423,697</b>	<b>337,400</b>	<b>505,000</b>	<b>167,600</b>

## General Government – Communications Department

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

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

### **Goals (Strategic Plan Goal 4):**

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

### **Objectives:**

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

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

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

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

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- Responses to Council/citizen/media/FOIA inquiries and requests
- Strategic Plan projects and action items
- Publications: Annual Reports, brochures, flyers, reports, strategic plan document, annual informational calendar, and electronic newsletters
- Citizen's Academy
- Media releases and advisories
- Crisis communications plan
- Records management program
- Websites, and 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	2018 Actual	2019 Actual	2020 Actual	2021 Estimated	2022 Projected
<b>Output Measures</b>					
Prepare the City's Annual Report	Yes	Yes	Yes	Yes	Yes
News releases distributed and information posted on social media/TV channels	As Necessary	As Necessary	As Necessary	As Necessary	As Necessary
Increase the number of visitors to <a href="http://www.winchestervirginia.gov">www.winchestervirginia.gov</a> by 10%	n/a	n/a	Yes	Yes	Yes
Increase social media followers by 5%	n/a	n/a	Yes	Yes	Yes
Increase mobile app downloads by 5%	n/a	n/a	Yes	Yes	Yes
Increase use of 3-1-1 service request system by 10%	n/a	n/a	Yes	Yes	Yes
Distribute annual information calendar	Yes	Yes	Yes	Yes	Yes
<b>Outcome Measures</b>					
Information requests from the public answered within 10 days	100%	100%	100%	100%	100%
Freedom of Information Act requests from the public/media answered within 5 days (or extension requested)	100%	100%	100%	100%	100%
INSIGHT Citizen's Academy provided annually at maximum capacity	100%	100%	100%	100%	100%

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

Expenditure by Classification	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Personnel Services	166,427	180,377	180,600	187,200	6,600
Contractual Services	99,460	72,116	87,000	95,400	8,400
Other Charges	7,943	11,307	5,550	8,600	3,050
<b>TOTAL COMMUNICATIONS</b>	<b>273,830</b>	<b>263,800</b>	<b>273,150</b>	<b>291,200</b>	<b>18,050</b>

# General Government – Communications Department

## Staffing Summary:

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Communications	2.0	2.0	2.0	2.0	0
<b>Total</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0</b>

## Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2021 ADOPTED BUDGET	FY 2021 BUDGET Inc/(Dec)
Regular	125,650	134,354	133,343	138,677	5,334
Part-time	12	-	-	-	-
FICA	9,126	9,726	9,625	10,082	457
VRS-Employer	11,310	12,120	11,987	14,186	2,199
Insurance Employer	1,648	1,763	1,747	1,858	111
VA Local Disability Plan	356	277	269	276	7
Worker's Compensation	79	81	80	106	26
Benefits Admin Fee	72	73	72	72	-
Employee Benefits	18,023	21,822	23,317	21,804	(1,513)
VRS Health Insurance Credit	151	161	160	139	(21)
PERSONNEL	166,427	180,377	180,600	187,200	6,600
Other Professional Services	90,724	62,836	85,000	85,000	-
Printing & Binding	8,436	8,333	1,000	10,000	9,000
Local Media	300	947	1,000	400	(600)
CONTRACTUAL SERVICES	99,460	72,116	87,000	95,400	8,400
Postal Services	314	872	700	2,300	1,600
Telecommunications	4	68	50	50	-
Mileage & Transportation	791	448	-	-	-
Travel & Training	2,309	2,383	-	-	-
Dues & Memberships	175	489	1,000	1,000	-
Miscellaneous Charges & Fees	285	-	-	-	-
Office Supplies	141	981	200	500	300
Food & Food Services	553	446	400	450	50
Uniforms & Apparel	306	71	500	500	-
Books & Subscriptions	1,369	1,763	1,200	2,300	1,100
Other Operating Supplies	1,696	3,786	1,500	1,500	-
OTHER CHARGES	7,943	11,307	5,550	8,600	3,050
<b>TOTAL COMMUNICATIONS</b>	<b>273,830</b>	<b>263,800</b>	<b>273,150</b>	<b>291,200</b>	<b>18,050</b>



## General Government – City Attorney

The City Attorney's office manages the legal affairs of the City, and provides legal advice to City Council, the City Manager, City staff, and to the various Boards, Agencies, and Commissions of the City. 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 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Personnel Services	218,785	28,167	-	-	-
Contractual Services	79,740	324,086	264,000	200,000	(64,000)
Other Charges	11,473	5,578	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>309,998</b>	<b>357,831</b>	<b>264,000</b>	<b>200,000</b>	<b>(64,000)</b>

### Staffing Summary:

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
City Attorney	3.0	3.0	0	0	0
<b>Total</b>	<b>3.0</b>	<b>3.0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Regular	175,724	22,380	-	-	-
Overtime	11	-	-	-	-
FICA	12,017	1,738	-	-	-
VRS-Employer	13,958	1,693	-	-	-
Insurance Employer	2,034	247	-	-	-
Worker's Compensation	121	13	-	-	-
Deferred Comp Contribution	4,690	-	-	-	-
Benefits Admin Fee	59	11	-	-	-
Employee Benefits	9,985	2,062	-	-	-
VRS Health Insurance Credit	186	23	-	-	-
<b>PERSONNEL</b>	<b>218,785</b>	<b>28,167</b>	<b>-</b>	<b>-</b>	<b>-</b>

## General Government – City Attorney

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Legal Services	77,436	323,620	264,000	200,000	244,000
Other Professional Services	643	328	-	-	(2,600)
Printing & Binding	11	138	-	-	(200)
Local Media	1,650	-	-	-	(1,200)
<b>CONTRACTUAL SERVICES</b>	<b>79,740</b>	<b>324,086</b>	<b>264,000</b>	<b>200,000</b>	<b>240,000</b>
Postal Services	107	50	-	-	-
Lease of Office Equipment	2,884	692	-	-	-
Mileage & Transportation	196	-	-	-	-
Travel & Training	1,034	-	-	-	-
Dues & Memberships	610	-	-	-	-
Court Filing Fees	23	-	-	-	-
Miscellaneous Charges & Fees	1,398	1,308	-	-	-
Office Supplies	864	205	-	-	-
Food & Food Services	109	-	-	-	-
Books & Subscriptions	4,030	3,227	-	-	-
Other Operating Supplies	218	96	-	-	-
<b>OTHER CHARGES</b>	<b>11,473</b>	<b>5,578</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL CITY ATTORNEY</b>	<b>309,998</b>	<b>357,831</b>	<b>264,000</b>	<b>200,000</b>	<b>(64,000)</b>

## General Government – Independent Auditor

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

### **Goal:**

To perform an efficient and accurate audit of the City's financial records and accounts.  
(Strategic Plan Goal 4)

### **Objective:**

Each year the City's financial audit meets all required criteria and earns the Certificate of Achievement of Excellence in Financial Reporting from the Government Finance Officers Association.

### **Expenditure Summary:**

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Accounting & Auditing	58,682	69,919	65,000	75,000	10,000
Other Professional Services	17,180	18,470	15,000	20,000	5,000
CONTRACTUAL SERVICES	75,862	88,389	80,000	95,000	15,000
<b>TOTAL INDEPENDENT AUDITORS</b>	<b>75,862</b>	<b>88,389</b>	<b>80,000</b>	<b>95,000</b>	<b>15,000</b>

## General Government – Human Resources

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

### **Goal:**

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To develop Human Resource policies to meet the needs of the organization while ensuring legal compliance. **(Strategic Plan Goal 4)**

### **Objectives:**

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- 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:**

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- Policy development and interpretation
- Recruitment, hiring, and employee orientation
- Compensation and Benefit administration
- Employee Professional Development
- Employee relations/advice/guidance

### **Performance Measures:**

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Indicators	2018 Actual	2019 Actual	2020 Actual	2021 Estimated	2022 Projected
<b>Input/Output Measures</b>					
Employment applications received*	7,840	3,913	3,272	3,250	3,475
Number of new hires (includes seasonal employees)	145	178	132	147	152

\*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:***

<b>Expenditure by Classification</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Personnel Services	431,641	458,972	432,800	453,600	20,800
Contractual Services	93,965	36,879	42,500	42,500	-
Other Charges	49,225	30,316	35,800	40,300	4,500
<b>TOTAL EXPENDITURES</b>	<b>574,831</b>	<b>526,167</b>	<b>511,100</b>	<b>536,400</b>	<b>25,300</b>

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

<b>Full-Time Employees</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Inc/(Dec)</b>
Human Resources	5.0	5.0	5.0	5.0	0
<b>Total</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>0</b>

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Regular	300,818	326,731	326,144	342,932	16,788
Overtime	217	242	500	500	-
Part-time Non-Classified	22,311	20,933	-	-	-
FICA	23,886	25,555	22,382	23,653	1,271
VRS-Employer	26,971	29,473	29,321	34,995	5,674
Retirees	508	-	-	-	-
Insurance Employer	3,931	4,287	4,273	4,584	311
VA Local Disability Plan	841	729	762	778	16
Worker's Compensation	203	209	212	261	49
Tuition Assistance	11,123	4,377	-	-	-
Benefits Admin Fee	169	183	180	180	-
Employee Benefits	40,303	45,862	48,635	45,372	(3,263)
VRS Health Insurance Credit	360	391	391	345	(46)
<b>PERSONNEL</b>	<b>431,641</b>	<b>458,972</b>	<b>432,800</b>	<b>453,600</b>	<b>20,800</b>
Health Care Services	26,984	31,380	28,500	28,500	-
Other Professional Services	43,927	388	-	-	-
Employment Agencies	8,710	500	-	-	-
Training/Education	-	2,703	-	-	-

## General Government – Human Resources

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Printing & Binding	1,776	561	3,000	3,000	-
Local Media	12,568	1,347	10,000	10,000	-
Food & Food Services	-	-	1,000	1,000	-
CONTRACTUAL SERVICES	93,965	36,879	42,500	42,500	-
Postal Services	1,203	898	1,500	1,500	-
Lease of Office Equipment	3,921	3,465	5,400	5,400	-
Mileage & Transportation	2,280	397	-	-	-
Travel & Training	2,991	2,892	-	-	-
Dues & Memberships	1,293	1,327	1,600	1,600	-
Miscellaneous Charges & Fees	1,671	871	1,300	1,300	-
Background Checks	9,747	5,750	8,000	8,000	-
Office Supplies	7,781	3,768	5,000	5,000	-
Food & Food Service	2,001	141	1,500	1,500	-
Vehicle & Equipment Fuels	99	-	-	-	-
Books & Subscriptions	1,045	144	1,000	1,000	-
Other Operating Supplies	3,099	1,306	4,000	4,000	-
Awards, Plaques, Other	10,291	7,910	5,000	9,500	4,500
Memorials	1,803	1,447	1,500	1,500	-
OTHER CHARGES	49,225	30,316	35,800	40,300	4,500
<b>TOTAL HUMAN RESOURCES</b>	<b>574,831</b>	<b>526,167</b>	<b>511,100</b>	<b>536,400</b>	<b>25,300</b>

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Public Official Liability	-	-	-	-	-
General Liability	46,965	36,824	60,000	45,000	(15,000)
OTHER CHARGES	46,965	36,824	60,000	45,000	(15,000)
<b>TOTAL RISK</b>	<b>46,965</b>	<b>36,824</b>	<b>60,000</b>	<b>45,000</b>	<b>(15,000)</b>



## General Government – Commissioner of the Revenue

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

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

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

### ***Performance Indicators:***

Indicators	2018 Actual	2019 Actual	2020 Actual	2021 Estimated	2022 Projected
<b>Real Estate</b>					
Parcels of Land	9,945	9,981	9,691	9,700	9,710
Tax Relief Applications	255	234	230	207	210
Real Estate Transfers	757	705	823	860	850
Public Service Corporations	27	25	25	25	25
<b>Personal Property</b>					
Vehicle Assessments	30,124	34,427	37,824	37,850	38,000
Personal Property Tax Relief Compliance	25,943	29,217	32,319	32,550	32,680
Vehicle New Registrations	11,669	14,311	13,452	14,930	16,575

## General Government – Commissioner of the Revenue

### ***Performance Measures - continued:***

Indicators	2018 Actual	2019 Actual	2020 Actual	2021 Estimated	2022 Projected
<b>Personal Property - continued</b>					
Vehicle Registration Deletions	5,532	11,464	25,541	26,000	26,000
Business Personal Property Assessments	3,114	3,190	3,252	3,300	3,360
<b>Business Taxes</b>					
Business Licenses Assessed	3,806	4,022	3,851	3,900	4,000
Excise Taxes Assessed	289	288	262	270	270
Financial Institutions	11	11	10	10	10

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

Expenditure by Classification	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Personnel Services	533,962	556,174	555,000	574,500	19,500
Contractual Services	4,103	5,407	5,650	16,250	10,600
Internal Services	260	670	600	600	-
Other Charges	52,925	36,019	41,650	41,950	300
<b>TOTAL EXPENDITURES</b>	<b>591,250</b>	<b>598,270</b>	<b>602,900</b>	<b>633,300</b>	<b>30,400</b>

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

Funding Sources	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Revenue from Commonwealth	113,869	119,526	119,875	147,700	27,825
Designated Funding Sources	113,869	119,526	119,875	147,700	27,825
<b>Net General Tax Support</b>	<b>477,381</b>	<b>478,744</b>	<b>496,125</b>	<b>485,600</b>	<b>2,575</b>

# General Government – Commissioner of the Revenue

## Staffing Summary:

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Commissioner of the Revenue	8.0	8.0	8.0	8.0	0
<b>Total</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>0</b>

## Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Regular	396,685	410,470	406,478	423,626	17,148
Overtime	67	7	-	-	-
Part-time Non-Classified	16,654	17,119	16,275	16,925	650
FICA	31,085	32,230	31,687	33,419	1,732
VRS-Employer	35,498	36,975	36,542	43,336	6,794
Insurance Employer	5,173	5,375	5,325	5,677	352
VA Local Disability Plan	620	482	644	559	(85)
Worker's Compensation	260	256	254	334	80
Benefits Admin Fee	288	293	288	288	-
Employee Benefits	47,632	52,967	57,507	50,336	(7,171)
<b>PERSONNEL</b>	<b>533,962</b>	<b>556,174</b>	<b>555,000</b>	<b>574,500</b>	<b>19,500</b>
Other Professional Services	690	-	950	10,000	10,000
Vehicle Repairs & Maintenance	-	1,040	-	1,050	100
Printing & Binding	1,296	1,986	1,500	2,000	500
Local Media	107	-	500	500	-
State Computer Services	95	95	100	100	-
Billing Service	1,915	2,286	2,600	2,600	-
<b>CONTRACTUAL SERVICES</b>	<b>4,103</b>	<b>5,407</b>	<b>5,650</b>	<b>16,250</b>	<b>10,600</b>
Fuel	75	23	250	250	-
Parts	19	46	150	150	-
Labor	166	601	200	200	-
<b>INTERNAL SERVICES</b>	<b>260</b>	<b>670</b>	<b>600</b>	<b>600</b>	<b>-</b>
Postal Services	11,676	11,498	12,700	12,700	-
Telecommunications	-	262	-	500	-
Motor Vehicle Insurance	277	1,723	500	2,400	-
Office Equipment Lease	2,233	1,481	2,400	-	-
Mileage & Transportation	1,622	4,428	-	-	-
Travel & Training	4,894	410,470	-	423,626	17,148

## General Government – Commissioner of the Revenue

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Dues & Memberships	955	1,350	1,300	1,400	100
Miscellaneous Charges & Fees	555	120	100	100	-
Office Supplies	4,968	2,594	2,400	2,600	200
Books & Subscriptions	9,394	8,449	11,750	11,750	-
Other Operating Supplies	3,175	4,114	3,500	3,500	-
Cigarette Tax Stamps	13,176	-	7,000	7,000	-
Computer Supplies	-	-	-	-	-
OTHER CHARGES	52,925	36,019	41,650	41,950	300
<b>TOTAL COMM OF REVENUE</b>	<b>591,250</b>	<b>598,270</b>	<b>602,900</b>	<b>633,300</b>	<b>30,400</b>

## General Government - Treasurer

The Treasurer is a locally elected official and is directly responsible to the Citizens of Winchester. The Treasurer processes tax billing and is responsible for the receipting of all funds from all sources including Real Estate, Personal Property, Business Licenses, Meals Tax, 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 Indicators:***

Indicators	2018 Actual	2019 Actual	2020 Actual	2021 Estimated	2022 Projected
<b>Real Estate</b>					
Current Collections	\$27,161,070	\$27,751,661	\$28,214,714	\$28,960,000	\$30,618,000
Collection Rate	99%	99%	99%	TBD	TBD
Delinquent Collections	\$1,095,205	\$992,603	\$1,499,107	\$1,000,000	\$1,300,000
<b>Personal Property</b>					
Current Collections	\$10,070,148	\$10,912,875	\$11,706,478	\$11,000,000	\$11,000,000
Collection Rate	98%	98%	98%	TBD	TBD
Delinquent Collections	\$555,009	\$556,846	\$461,792	\$600,000	\$600,000

TBD- Collection Rate determined once Fiscal Year is completed.

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

Expenditure by Classification	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Personnel Services	419,131	449,103	448,800	470,000	21,200
Contractual Services	33,955	35,536	34,000	50,600	16,600
Other Charges	28,523	24,423	29,100	26,100	(3,000)
<b>TOTAL EXPENDITURES</b>	<b>481,609</b>	<b>509,062</b>	<b>511,900</b>	<b>546,700</b>	<b>34,800</b>

## General Government - Treasurer

### Funding Sources:

Funding Sources	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Miscellaneous Revenue	54,788	58,981	55,500	55,500	-
Revenue from Commonwealth	105,074	108,564	109,300	121,200	11,900
Designated Revenue	159,862	167,545	164,800	176,700	11,900
<b>Net General Tax Support</b>	<b>321,747</b>	<b>341,517</b>	<b>347,100</b>	<b>370,000</b>	<b>22,900</b>

### Staffing Summary:

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Treasurer	6.0	6.0	6.0	6.0	0
<b>Total</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>0</b>

### Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Regular	303,030	316,745	314,683	330,216	15,533
Overtime	1,622	1,369	1,000	1,000	-
FICA	22,145	23,092	22,988	23,916	928
VRS-Employer	26,757	28,588	28,290	33,781	5,491
Retirees	6,096	7,140	7,716	7,005	(711)
Insurance Employer	3,900	4,156	4,122	4,426	304
VA Local Disability Plan	409	364	353	436	83
Worker's Compensation	192	190	189	252	63
Benefits Admin Fee	210	220	216	216	-
Employee Benefits	54,770	67,239	69,243	68,752	(491)
<b>PERSONNEL</b>	<b>419,131</b>	<b>449,103</b>	<b>448,800</b>	<b>470,000</b>	<b>21,200</b>
Legal Services				10,000	10,000
Other Professional Services	1,813	1,220	2,500	2,400	(100)
Printing & Binding	2,947	1,594	500	500	-
Local Media	3,638	231	1,000	700	(300)
Billing Service	25,557	32,491	30,000	37,000	7,000
<b>CONTRACTUAL SERVICES</b>	<b>33,955</b>	<b>35,536</b>	<b>34,000</b>	<b>50,600</b>	<b>16,600</b>



## General Government - Treasurer

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Postal Services	10,216	10,047	13,000	10,000	(3,000)
Telecommunications	550	396	600	500	(100)
Office Equipment Lease	2,139	2,325	2,400	2,500	100
Mileage & Transportation	807	81	-	-	-
Travel & Training	2,995	475	-	-	-
Banking Fees	-	2,295	-	-	-
Dues & Memberships	1,745	495	2,100	2,100	-
Miscellaneous Charges & Fees	1,126	1,048	1,400	1,400	-
Office Supplies	5,271	4,271	5,400	5,400	-
Books & Subscriptions	143	127	200	200	-
Other Operating Supplies	3,531	2,863	4,000	4,000	-
OTHER CHARGES	28,523	24,423	29,100	26,100	(3,000)
<b>TOTAL TREASURER</b>	<b>481,609</b>	<b>509,062</b>	<b>511,900</b>	<b>546,700</b>	<b>34,800</b>

## General Government – Finance

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

- General accounting reviews and updates all general ledger transactions generated from other software applications, prepares and posts all monthly journal entries, reconciles all City-wide bank statements, and coordinates the annual audit.
- Budget preparation is responsible for coordinating with City departments and agencies to prepare the City's annual budget.
- Debt management works with financial advisors and bond counsel to coordinate bond issuances for new money as well as continually looks for refunding opportunities.
- Accounts receivable is responsible for reconciling outstanding receivable balances.
- Accounts payable is responsible for receiving and processing invoices for payment and generating and filing 1099 tax forms. The function is also responsible for managing unclaimed property.
- Processes payroll for 26 pay periods per calendar year for approximately 600+ full-time employees. During the summer session, when the hiring of part-time employees reaches a peak, payroll may process wages for more than 650 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 4:** Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation.

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

## General Government – Finance

### Performance Measures:

Indicators	2018 Actual	2019 Actual	2020 Actual	2021 Estimated	2022 Projected
<b>Output Measures</b>					
Prepare monthly reports for City Council	12	12	12	12	12
Improve efficiency by decreasing the number of Vendor checks issued	7,786	7,460	7,817	7,301	7,200
Improve efficiency by increasing the number of Electronic Funds vendor payments (EFTs)	2,641	2,771	3,028	2,849	3,150
Prepare monthly and quarterly payroll reports and send to State and Federal agencies	Yes	Yes	Yes	Yes	Yes
Purchase orders issued	302	285	222	233	250
<b>Outcome Measures</b>					
Receive “clean” annual audit opinion as reported in the Comprehensive Annual Financial Report	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	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 Comprehensive Annual Financial Report was awarded a Certificate of Achievement of Excellence in Financial Reporting and the City’s FY 2021 Budget document was awarded the Distinguished Budget Presentation upon review by GFOA. The City’s FY 2020 Comprehensive Annual Financial Finance Report has been submitted to GFOA for review. Also, in FY 2014 the City’s Standard and Poor’s bond rating was upgrade to AAA and reaffirmed in FY 2021.

## General Government – Finance

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

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Finance	6.0	6.0	5.5	5.5	0
<b>Total</b>	<b>6.0</b>	<b>6.0</b>	<b>5.5</b>	<b>5.5</b>	<b>0</b>

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

Expenditure by Classification	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Personnel Services	584,731	611,802	612,800	589,300	(23,500)
Contractual Services	137,256	73,616	119,000	119,000	-
Internal Services	-	-	-	-	-
Other Charges	18,440	18,369	20,400	20,400	-
<b>TOTAL EXPENDITURES</b>	<b>740,427</b>	<b>703,787</b>	<b>752,200</b>	<b>728,700</b>	<b>(23,500)</b>

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

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Regular	446,606	460,132	460,036	443,454	(16,582)
Overtime	74	165	200	200	-
FICA	33,128	34,084	31,478	32,606	1,128
VRS-Employer	40,178	41,564	41,357	45,336	3,979
Insurance Employer	5,855	6,037	6,027	5,938	(89)
Worker's Compensation	281	275	280	370	90
Benefits Admin Fee	216	218	216	211	(5)
Employee Benefits	57,856	68,777	72,654	60,743	(11,911)
VRS Health Ins Credit	537	550	552	442	(110)
<b>PERSONNEL</b>	<b>584,731</b>	<b>611,802</b>	<b>612,800</b>	<b>589,300</b>	<b>(23,500)</b>
Other Professional Services	136,469	69,534	115,000	115,000	-
Boards/Commission Members	225	-	500	500	-
Printing & Binding	562	1,887	1,500	1,500	-
Local Media	-	2,195	2,000	2,000	-
<b>CONTRACTUAL SERVICES</b>	<b>137,256</b>	<b>73,616</b>	<b>119,000</b>	<b>119,000</b>	<b>-</b>

## General Government – Finance

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Postal Services	3,566	3,807	3,500	3,500	-
Telecommunications	186	-	-	-	-
Office Equipment	2,451	2,150	3,000	3,000	-
Mileage & Transportation	-	-	-	-	-
Travel & Training	110	120	-	-	-
Dues & Memberships	2,671	3,551	3,000	3,000	-
Miscellaneous Charges & Fees	1,645	1,697	1,600	1,600	-
Office Supplies	3,663	2,267	4,000	4,000	-
Books & Subscriptions	253	137	300	300	-
Other Operating Supplies	3,895	4,640	5,000	5,000	-
OTHER CHARGES	18,440	18,369	20,400	20,400	-
<b>TOTAL FINANCE</b>	<b>740,427</b>	<b>703,787</b>	<b>752,200</b>	<b>728,700</b>	<b>(23,500)</b>

## General Government – Innovation and Information Services

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

### **Goals (Strategic Plan Goal 4):**

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- 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.

### **Objectives:**

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- Average time needed to resolve help tickets (incidents) – 31 Hours
- Percentage of incidents closed on first contact – 70%
- Total number of general user devices managed - 720
- Internal employee satisfaction – 98%
- Number of new or improved business opportunities leveraging technology - 11

### **New FY 2020 Help Desk Data**

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- Total Requests completed by the Help Desk team- 3,131
- Total Requests completed by Help Desk Team with first contact: 260
- Percentage of Requests completed with first contact: 8%

## General Government – Innovation and Information Services

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

Indicators	2018 Actual	2019 Actual	2020 Actual	2021 Estimated	2022 Projected
<b>Number of Devices</b>					
Number of workstations/computers	261	256	233	227	219
Number of laptops	175	187	219	235	250
Number of mobile devices managed	200	295	329	340	360
Number of servers (physical/virtual)	15/79	14/75	10/84	13/88	16/95
Number of network devices	72	90	123	146	161

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

Expenditure by Classification	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Personnel Services	783,688	876,468	905,600	890,100	(15,500)
Contractual Services	722,483	824,225	809,900	1,005,800	195,900
Internal Services	333	650	900	900	-
Other Charges	638,429	696,860	560,700	495,500	(65,200)
Capital	15,794	207,917	87,700	214,900	127,200
<b>TOTAL EXPENDITURES</b>	<b>2,160,727</b>	<b>2,606,120</b>	<b>2,364,800</b>	<b>2,607,200</b>	<b>242,400</b>

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

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Innovation and Information Services	8.0	10.0	10.0	10.0	0.0
<b>Total</b>	<b>8.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>0.0</b>



# General Government – Innovation and Information Services

## Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Regular	595,487	656,503	674,990	659,317	(15,673)
Overtime	416	2,574	1,000	1,000	-
FICA	43,541	48,278	48,857	47,348	(1,509)
VRS-Employer	52,992	58,429	60,679	67,363	6,684
Insurance Employer	7,722	8,495	8,905	8,824	(81)
VA Local Disability Plan	1,306	1,322	1,393	1,465	72
Worker's Compensation	376	394	417	490	73
Benefits Admin Fee	294	323	348	342	(6)
Employee Benefits	80,847	99,376	108,177	103,294	(4,883)
VRS Health Insurance Credit	707	774	834	657	(177)
PERSONNEL	783,688	876,468	905,600	890,100	(15,500)
Software as a Service	159,593	230,307	304,200	581,200	277,000
Other Professional Services	76,508	38,006	22,200	22,200	-
Travel & Training	-	-	-	-	-
Repairs & Maintenance	152	-	200	200	-
Computer Hardware/Software	485,988	555,812	482,800	401,700	(81,100)
Printing & Binding	242	100	500	500	-
CONTRACTUAL SERVICES	722,483	824,225	809,900	1,005,800	195,900
Equipment Fuel	123	98	300	300	-
Equipment Parts	39	112	300	300	-
Equipment Labor	171	440	300	300	-
INTERNAL SERVICES	333	650	900	900	-
Postal Services	483	551	600	600	-
Telecommunications	380,782	311,783	344,000	371,200	27,200
Motor Vehicle Insurance	771	726	900	900	-
Mileage & Transportation	1,045	765	-	-	-
Travel & Training	32,843	6,693	-	-	-
Dues & Memberships	458	587	800	800	-
Miscellaneous Charges & Fees	84	1,299	400	400	-
Office Supplies	2,873	2,198	2,000	2,100	100
Books & Subscriptions	12,328	12,443	12,500	12,500	-

## General Government – Innovation and Information Services

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

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Other Operating Supplies	15,554	7,880	8,000	7,000	(1,000)
Computer Hardware/Software	191,208	351,935	191,500	100,000	(91,500)
OTHER CHARGES	638,429	696,860	560,700	495,500	(65,200)
Computer Equip & Software	15,794	207,917	87,700	214,900	127,200
CAPITAL	15,794	207,917	87,700	214,900	127,200
<b>TOTAL I &amp; IS</b>	<b>2,160,727</b>	<b>2,606,120</b>	<b>2,364,800</b>	<b>2,607,200</b>	<b>242,400</b>

## 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.

All aspects of election administration and voter registration are governed by Code of Virginia §24.2 and Virginia Administrative Code Title 1 Agency 20.

### **Goal:**

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To administer voter registration and conduct Elections in accordance with Federal and State voter registration and election laws. **(Strategic Plan Goal 4)**

### **Objectives:**

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#### Voter Registration-

- Complete all voter list maintenance functions to ensure registration lists are as accurate as possible
- Provide written communication to voters regarding their polling location, Ward, House, Senate, and Congressional Districts

#### Election Administration-

- Process filings to qualify candidates desiring to be on the ballot
- Receive and document campaign finance reports for all local candidates
- Order and approve the coding of voting system & printing of paper ballots
- Successfully load elections onto voting system to equipment prior to each election
- Oversee Logic & Accuracy testing of voting system to demonstrate accuracy of vote tabulation
- Recruit and train Officers of Elections to be proficient in all areas of polling place work
- Maintain and staff the Election Office polling place 45 days prior to all election days for voters opting to vote early
- Process all absentee ballot applications and ballots in a timely manner
- Successfully conduct Election Days with polls opening and closing on time
- 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

## General Government – Office of Elections

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

- Administratively maintain the disposition (approval & meeting standards) of seven polling locations in the city, assuring fulfillment of state and federal requirements
- Assists Electoral Board in Official Canvass of Election Results
- Maintain security plan for voting equipment
- Compile election night results data & statistics; submit to Department of Elections
- Maintain Election Day Emergency Plan; Coordinating with City Emergency Management
- Complete routine in educational coursework offered by the Department of Elections and through both of the state associations for Election Professionals; Director maintains state-required certification
- Maintain understanding of current election law. Stay informed of new legislation and its impact on future election administration
- Maintain public information and written communications regarding elections, deadlines, and changes in polling places

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

Indicators	2018 Actual	2019 Actual	2020 Actual	2021 Estimated	2022 Projected
<b>Output Measures</b>					
Number of elections	2	2	3	2	2
Number of registered voters at FY start	15,617	16,278	16,345	16,895	17,900
Number of registered voters at FY end	16,278	16,345	16,895	17,900	17,950
Voters participating in elections (check-ins at polls)	9,522	9,175	10,747	13,300	9,500
Officers of Election working Election Days	120	73	157	126	120
Early Voting Assistant Contract Hours				1900	1100
Early Voting voters (on-site in Office)				5750	2500
Days of Voting	2	2	3	66	66
Number of transactions (adds, changes, deletions & transferred out)	9,747	11,294	7,635	10,000	10,000
Number of absentee ballot applications processed	714	955	820	3,000	1,500

## General Government – Office of Elections

### Funding Sources:

Funding Sources	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Revenue from Commonwealth	42,436	61,995	43,000	80,000	37,000
Designated Revenue	42,436	61,995	43,000	80,000	37,000
<b>Net General Tax Support</b>	<b>139,102</b>	<b>188,500</b>	<b>178,400</b>	<b>198,700</b>	<b>15,800</b>

### Expenditure Summary:

Expenditure by Classification	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Personnel Services	138,843	158,664	158,000	183,500	25,500
Contractual Services	21,975	51,044	48,800	48,800	-
Other Charges	20,720	40,787	19,100	46,400	27,300
<b>TOTAL EXPENDITURES</b>	<b>181,538</b>	<b>250,495</b>	<b>225,900</b>	<b>278,700</b>	<b>52,800</b>

### Staffing Summary:

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Office of Elections	2.0	2.0	2.0	2.0	0

### Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Regular	87,734	92,782	91,374	112,864	21,490
Overtime	2,061	3,336	500	500	-
Part-time Non-Classified	9,957	12,956	15,309	15,309	-
Electoral Board	8,592	8,851	8,851	8,851	-
FICA	8,230	8,629	8,468	10,202	1,734
VRS-Employer	7,843	8,313	8,214	11,546	3,332
Insurance Employer	1,144	1,210	1,197	1,512	315
VA Local Disability Plan	629	499	483	596	113
Worker's Compensation	212	167	215	243	28
Benefits Admin Fee	72	73	72	72	-
Employee Benefits	12,369	21,848	23,317	21,805	(1,512)
<b>PERSONNEL</b>	<b>138,843</b>	<b>158,664</b>	<b>158,000</b>	<b>183,500</b>	<b>25,500</b>

## General Government – Office of Elections

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Other Professional Services	2,477	6,355	6,000	6,000	-
Temporary Help/Other	10,910	27,425	27,000	27,000	-
Repairs & Maintenance	60	900	600	600	-
Computer Hardware/Software	3,200	4,040	4,800	4,800	-
Printing & Binding	5,159	11,755	10,000	10,000	-
Local Media	169	569	400	400	-
CONTRACTUAL SERVICES	21,975	51,044	48,800	48,800	-
Postal Services	4,019	2,650	8,000	8,000	-
Office Equipment Lease	3,072	3,148	3,400	3,400	-
Mileage & Transportation	1,348	746	-	-	-
Travel & Training	4,271	1,585	-	-	-
Dues & Memberships	610	630	600	600	-
Miscellaneous Charges & Fees	750	1,550	1,000	1,800	800
Office Supplies	3,151	4,053	2,000	2,000	-
Food & Food Service	465	745	600	600	-
Books & Subscriptions	210	217	200	200	-
Other Operating Supplies	606	4,373	1,500	1,500	-
Computer Hardware/Software	2,218	21,090	1,800	28,300	26,500
OTHER CHARGES	20,720	40,787	19,100	46,400	27,300
<b>TOTAL OFFICE OF ELECTIONS</b>	<b>181,538</b>	<b>250,495</b>	<b>225,900</b>	<b>278,700</b>	<b>52,800</b>

## Judicial Administration – Circuit Court

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

### Goal:

The Circuit Court strives to administer its cases fairly, efficiently, and courteously.  
(Strategic Plan Goal 4)

### 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.

### Funding Sources:

Funding Sources	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Local Revenue	87,181	85,250	87,000	87,000	-
Designated Revenue	87,181	85,250	87,000	87,000	-
<b>Net General Tax Support</b>	<b>8,470</b>	<b>20,004</b>	<b>15,300</b>	<b>18,400</b>	<b>3,100</b>

### Expenditure Summary:

Expenditure by Classification	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Personnel Services	89,388	94,197	94,200	97,300	3,100
Contractual Services	3,072	3,000	3,000	3,000	-
Other Charges	3,191	8,057	5,100	5,100	-
<b>TOTAL EXPENDITURES</b>	<b>95,651</b>	<b>105,254</b>	<b>102,300</b>	<b>105,400</b>	<b>3,100</b>



## Judicial Administration – Circuit Court

### Staffing Summary:

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Circuit Court	1.0	1.0	1.0	1.0	0
<b>Total</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>0</b>

### Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 PROPOSED BUDGET	FY 2022 BUDGET Inc/(Dec)
Regular	67,101	69,650	69,114	71,802	2,688
FICA	5,250	5,437	5,463	5,564	101
VRS-Employer	6,036	6,293	6,213	7,346	1,133
Insurance Employer	880	914	905	962	57
Worker's Compensation	46	45	51	59	8
Benefits Admin Fee	36	37	36	36	-
Employee Benefits	9,958	11,738	12,334	11,459	(875)
VRS Health Insurance Credit	81	83	84	72	(12)
PERSONNEL	89,388	94,197	94,200	97,300	3,100
Repairs & Maintenance	72	-	-	-	-
Contracted Parking	3,000	3,000	3,000	3,000	-
CONTRACTUAL SERVICES	3,072	3,000	3,000	3,000	-
Postal Services	75	64	200	200	-
Telecommunications	351	579	500	500	-
Office Equipment	1,719	2,055	2,200	2,200	-
Office Supplies	424	1,029	1,000	1,000	-
Books & Subscriptions	622	3,257	800	800	-
Other Operating Supplies	-	1,073	400	400	-
OTHER CHARGES	3,191	8,057	5,100	5,100	-
<b>TOTAL CIRCUIT COURT</b>	<b>95,651</b>	<b>105,254</b>	<b>102,300</b>	<b>105,400</b>	<b>3,100</b>

## Judicial Administration – General District Court/Magistrate

The Winchester-Frederick General District Court is in the Twenty-sixth Judicial District of Virginia. It has original jurisdiction over traffic infractions and misdemeanor cases for traffic and criminal divisions. This office holds preliminary hearings for felony cases and has jurisdiction over all civil cases where the amount of monies involved are \$25,000 and under. Examples of civil cases are landlord and tenant disputes, contract disputes and personal injury actions, garnishments and interrogatories. The District Court handles protective orders and mental commitment hearings. Virginia's Judicial System is online at [www.courts.state.va.us](http://www.courts.state.va.us).

### Goal:

The Circuit Court strives to administer its cases fairly, efficiently, and courteously.  
(Strategic Plan Goal 4)

### 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.

### Trends

Caseload	2018 Actual	2019 Actual	2020 Actual	2021 Estimated	2022 Projected
New Cases	33,386	31,815	20,774	21,000	30,000

### Expenditure Summary:

Expenditure by Classification	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Personnel Services	827	-	7,400	7,400	-
Contractual Services	4,842	4,800	6,300	6,300	-
Other Charges	17,210	17,741	18,600	18,700	100
<b>TOTAL EXPENDITURES</b>	<b>22,879</b>	<b>22,541</b>	<b>32,300</b>	<b>32,400</b>	<b>100</b>

## Judicial Administration – General District Court/Magistrate

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Part-time Non-Classified	768	-	6,830	6,830	-
FICA	59	-	562	562	-
Worker's Compensation	-	-	8	8	-
<b>PERSONNEL</b>	<b>827</b>	<b>-</b>	<b>7,400</b>	<b>7,400</b>	<b>-</b>
Legal Services	-	-	300	300	-
Repairs & Maintenance	-	-	-	-	-
Printing & Binding	42	-	-	-	-
Contracted Parking	4,800	4,800	6,000	6,000	-
<b>CONTRACTUAL SERVICES</b>	<b>4,842</b>	<b>4,800</b>	<b>6,300</b>	<b>6,300</b>	<b>-</b>
Postal Services	9,854	10,451	10,000	10,000	-
Office Equipment	3,819	4,246	4,500	4,500	-
Travel & Training	-	-	300	300	-
Dues & Memberships	171	-	200	200	-
Office Supplies	2,480	1,640	3,000	3,000	-
Books & Subscriptions	529	552	600	700	100
Other Operating Supplies	357	852	-	-	-
<b>OTHER CHARGES</b>	<b>17,210</b>	<b>17,741</b>	<b>18,600</b>	<b>18,700</b>	<b>100</b>
<b>TOTAL GENERAL DIST COURT</b>	<b>22,879</b>	<b>22,541</b>	<b>32,300</b>	<b>32,400</b>	<b>100</b>

## MAGISTRATE

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Telecommunications	802	859	1,350	1,350	-
Office Equipment - Lease	861	860	1,000	1,000	-
Training & Education	52	-	500	500	-
Dues & Memberships	40	-	125	125	-
Office Supplies	716	628	500	500	-
Books & Subscriptions	296	336	250	250	-
Other Operating Supplies	89	140	250	250	-
<b>OTHER CHARGES</b>	<b>2,856</b>	<b>2,823</b>	<b>3,975</b>	<b>3,975</b>	<b>-</b>
<b>MAGISTRATE</b>	<b>2,856</b>	<b>2,823</b>	<b>3,975</b>	<b>3,975</b>	<b>-</b>

## Judicial Administration – Juvenile and Domestic Relations Court

The Winchester Juvenile and Domestic Relations (JDR) 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. Other juvenile offenses may be referred to as status offenses. Status offenses are those acts that are unlawful only because they are committed by a minor.

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 defendant and alleged victim are family or household members.

The JDR courts are district courts, which in Virginia means they are not courts of record and there are no jury trials. All cases are heard and decided by the judge. Parties to a case can appeal the final decisions of the JDR court to the Circuit court, which is a court of record and may involve a jury trial.

JDR 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. Also, like all other courts in the Commonwealth, protection of victim rights and constitutional safeguards remain the same.

### **Goal:**

Our goal is to perform the duties of this Court as prescribed by statute and policy and by procedures set as guidelines for this Court by the Office of the Executive Secretary of the Supreme Court of Virginia. **(Strategic Plan Goal 4)**

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

On average, this court conducts 11.6 dockets per week. During year 2020 court operations were greatly impacted by local and state government agencies and affiliated offices, such as medical providers and law offices, who were experiencing staff shortages and closures during the pandemic. Impacts felt by the court included reduced filings and proceedings delays as participants were not able to meet requirements of court orders as facilities were not accessible.

Caseload	2018 Actual	2019 Actual	2020 Actual	2021 Estimated	2022 Projected
New Cases	2,811	2,703	2,340	2,180	2,509
Hearing Held	5,950	5,539	5,123	5,776	5,597

# Judicial Administration – Juvenile and Domestic Relations Court

## Expenditure Summary:

Expenditure by Classification	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Personnel Services	15,578	17,358	25,800	25,800	-
Contractual Services	4,200	4,200	4,320	4,320	-
Other Charges	24,089	27,188	28,580	29,080	500
<b>TOTAL EXPENDITURES</b>	<b>43,867</b>	<b>48,746</b>	<b>58,700</b>	<b>59,200</b>	<b>500</b>

## Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Overtime	12	-	-	-	-
Part-time Non-Classified	14,451	16,115	24,000	24,000	-
FICA	1,106	1,233	1,775	1,775	-
Worker's Compensation	9	10	25	25	-
<b>PERSONNEL</b>	<b>15,578</b>	<b>17,358</b>	<b>25,800</b>	<b>25,800</b>	<b>-</b>
Legal Services	-	-	120	120	-
Contracted Parking	4,200	4,200	4,200	4,200	-
<b>CONTRACTUAL SERVICES</b>	<b>4,200</b>	<b>4,200</b>	<b>4,320</b>	<b>4,320</b>	<b>-</b>
Postal Services	14,755	16,323	16,000	16,500	500
Office Equipment	7,008	8,573	8,600	8,600	-
Travel & Training	513	50	-	-	-
Dues & Memberships	-	160	440	440	-
Office Supplies	1,084	-	1,500	1,500	-
Food & Food Service	-	8	200	200	-
Medical & Laboratory	-	1,512	1,300	1,300	-
Books & Subscriptions	125	129	-	-	-
Other Operating Supplies	493	433	270	270	-
Awards, Plaques, Other	111	-	270	270	-
<b>OTHER CHARGES</b>	<b>24,089</b>	<b>27,188</b>	<b>28,580</b>	<b>29,080</b>	<b>500</b>
<b>TOTAL J&amp;D RELATIONS CRT</b>	<b>43,867</b>	<b>48,746</b>	<b>58,700</b>	<b>59,200</b>	<b>500</b>

## Judicial Administration – Clerk of the Circuit Court

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

The Clerk handles the court's administrative functions and 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 (*Strategic Plan Goal 4*):

- 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 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Revenue from Commonwealth	358,966	372,693	377,900	404,000	26,100
Designated Revenue	358,966	372,693	377,900	404,000	26,100
<b>Net General Tax Support</b>	<b>181,624</b>	<b>207,258</b>	<b>221,900</b>	<b>210,600</b>	<b>(11,300)</b>

### Expenditure Summary:

Expenditure by Classification	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Personnel Services	505,388	546,221	558,700	574,500	15,800
Contractual Services	18,139	18,537	22,800	22,100	(700)
Other Charges	17,063	15,193	18,300	18,000	(300)
<b>TOTAL EXPENDITURES</b>	<b>540,590</b>	<b>579,951</b>	<b>599,800</b>	<b>614,600</b>	<b>14,800</b>

## Judicial Administration – Clerk of the Circuit Court

### **Staffing Summary:**

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Clerk of the Circuit Court	8.0	8.0	8.0	8.0	0
<b>Total</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>0</b>

### **Expenditure Detail:**

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Regular	358,861	388,744	395,727	408,632	12,905
Overtime	20,823	15,837	12,000	12,000	-
FICA	28,232	30,306	29,875	29,877	2
VRS-Employer	32,001	33,353	35,576	41,803	6,227
Retiree Health Insurance	-	5,355	3,900	3,503	(397)
Insurance Employer	4,664	4,851	5,184	5,475	291
VA Local Disability Plan	810	854	1,048	1,085	37
Worker's Compensation	235	576	240	997	757
Benefits Admin Fee	260	276	288	288	-
Employee Benefits	59,502	66,069	74,862	70,840	(4,022)
<b>PERSONNEL</b>	<b>505,388</b>	<b>546,221</b>	<b>558,700</b>	<b>574,500</b>	<b>15,800</b>
Accounting & Auditing	-	2,248	3,000	3,000	-
Other Professional Services	1,442	1,442	2,500	2,000	(500)
Repairs & Maintenance	13,670	14,635	13,500	13,500	-
Printing & Binding	527	212	800	600	(200)
Contracted Parking	2,500	-	3,000	3,000	-
<b>CONTRACTUAL SERVICES</b>	<b>18,139</b>	<b>18,537</b>	<b>22,800</b>	<b>22,100</b>	<b>(700)</b>
Postal Services	7,542	6,624	7,800	7,800	-
Office Equipment Lease	5,332	5,325	5,500	5,500	-
Mileage & Transportation	310	148	-	-	-
Travel & Training	-	-	-	-	-
Dues & Memberships	495	495	500	500	-
Office Supplies	3,324	2,601	4,000	4,000	-
Food & Food Service	60	-	300	200	(100)
Other Operating Supplies	-	-	200	-	(200)
<b>OTHER CHARGES</b>	<b>17,063</b>	<b>15,193</b>	<b>18,300</b>	<b>18,000</b>	<b>(300)</b>
<b>CLERK OF CIRCUIT COURT</b>	<b>540,590</b>	<b>579,951</b>	<b>599,800</b>	<b>614,600</b>	<b>14,800</b>



## Judicial Administration – City Sheriff/Courthouse Security

The Winchester Sheriff's office is responsible for overall security within the Joint Judicial Center (JJC). Responsibilities include, but are not limited to, scanning persons entering the JJC and the use of magnetometers and x-ray machines. The Sheriff's Office provides overall security within all of the court rooms, except Frederick County's Circuit Court. Other responsibilities include jury security, 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 (Strategic Plan Goal 4):**

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- 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

### **Objectives:**

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- Continue Accreditation Status
- Maintain and expand the Body Worn Camera Program
- Acquire and implement new Civil Process Software
- 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:***

<b>Indicators</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Estimated</b>	<b>2022 Projected</b>
Persons passing through the metal detectors	423,809	373,346	303,353	375,000	TBD
Number of days courthouse security provided	245	245	246	245	245
Civil papers served	14,268	11,593	7,928	TBD	TBD
Evictions	238	267	102	250	TBD
Temporary Detention Orders (mental transports)	64	69	68	70	TBD
Prisoner transports	235	201	95	250	TBD
Community Events	18	52	15	25	25
School Board Meetings	24	24	12	24	24
Extraditions of prisoners	74	83	60	75	TBD
Miles traveled for prisoner transports, extradition and TDOs (excluding air miles)	69,569	50,843	37,659	70,000	TBD
Juvenile Transports	52	100	51	75	TBD
K9 Deployments	0	18	1	10	
Inmates Held at JJC	5,352	4,486	3,090	6,000	TBD

FY 2020 numbers lower due to COVID-19.

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

<b>Funding Sources</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Local Revenue	75,896	50,644	73,000	93,000	20,000
Revenue from Commonwealth	387,864	388,323	394,525	413,700	19,175
Designated Revenue	463,760	438,967	467,525	506,700	39,175
<b>Net General Tax Support</b>	<b>1,135,502</b>	<b>1,260,527</b>	<b>1,141,475</b>	<b>1,207,400</b>	<b>65,925</b>

## Judicial Administration – City Sheriff/Courthouse Security

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

<b>Expenditure by Classification</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Personnel Services	1,419,874	1,491,948	1,441,100	1,506,200	65,100
Contractual Services	39,383	43,093	52,700	52,700	-
Internal Services	26,278	19,155	25,000	25,000	-
Other Charges	77,271	120,552	90,200	90,200	-
Capital	36,456	24,746	-	40,000	40,000
<b>TOTAL EXPENDITURES</b>	<b>1,599,262</b>	<b>1,699,494</b>	<b>1,609,000</b>	<b>1,714,100</b>	<b>105,100</b>

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

<b>Full-Time Employees</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Inc/(Dec)</b>
Sheriff	15.0	14.0	14.0	14.0	0.0
Courthouse Security	2.0	2.0	2.0	2.0	0
<b>Total</b>	<b>17.0</b>	<b>16.0</b>	<b>16.0</b>	<b>16.0</b>	<b>0.0</b>

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
<b><i>City Sheriff</i></b>					
Regular	767,982	792,902	777,786	819,527	41,741
Overtime	53,844	56,404	37,500	37,500	-
Part-time Non-Classified	8,705	12,758	34,349	14,349	(20,000)
FICA	61,276	63,549	65,662	65,715	53
VRS-Employer	68,435	68,722	70,462	81,254	10,792
VRS -LODA	17,644	17,644	20,000	20,000	-
Retirees	18,288	21,420	23,150	20,431	(2,719)
Insurance Employer	9,972	9,984	10,267	10,644	377
VA Local Disability Plan	32	179	187	174	(13)
Worker's Compensation	14,512	14,410	14,847	18,591	3,744
Benefits Admin Fee	531	528	540	540	-
Employee Benefits	135,753	160,425	159,750	162,975	3,225
<b>PERSONNEL</b>	<b>1,156,974</b>	<b>1,218,925</b>	<b>1,214,500</b>	<b>1,251,700</b>	<b>37,200</b>
Repairs & Maintenance	390	330	2,200	2,200	-
Vehicle Repairs & Maintenance	9,865	16,841	13,500	13,500	-
Comp Maintenance Agreements	2,318	4,536	4,500	4,500	-
Printing & Binding	335	514	500	500	-

# Judicial Administration – City Sheriff/Courthouse Security

## Expenditure Detail - continued:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>City Sheriff - continued</b>					
Local Media	64	-	-	-	-
Laundry & Dry Cleaning	65	535	500	500	-
CONTRACTUAL SERVICES	13,037	22,756	21,200	21,200	-
Fuel	24,369	19,109	25,000	25,000	-
Parts	657	-	-	-	-
Labor	1,252	46	-	-	-
INTERNAL SERVICES	26,278	19,155	25,000	25,000	-
Postal Services	744	815	2,000	1,000	-
Telecommunications	173	2,498	2,000	200	-
Motor Vehicle Insurance	10,063	9,463	10,000	11,300	-
Office Equipment Lease	2,139	2,286	2,700	2,700	-
Mileage & Transportation	14,839	15,320	10,000	14,000	-
Travel & Training	6,746	8,068	10,000	7,000	-
Extradition of Prisoners	108	105	500	500	-
Dues & Memberships	13,203	14,744	18,000	15,000	-
Miscellaneous Charges & Fees	(297)	30	100	100	-
Office Supplies	2,931	1,192	2,100	2,100	-
Food & Food Service	377	350	200	400	-
K-9 Supplies	48	-	-	-	-
Laundry & Janitorial	-	324	250	-	-
Building Repair & Maintenance	3,001	-	-	-	-
Vehicle & Equipment Fuels	3,423	2,852	3,700	3,700	-
Vehicle & Equipment Supplies	997	1,151	3,000	2,000	-
Police Supplies	11,060	42,755	32,100	15,100	-
Uniforms & Apparel	6,585	8,273	9,800	9,800	-
Books & Subscriptions	-	399	100	100	-
Other Operating Supplies	812	5,349	2,500	2,500	-
OTHER CHARGES	76,952	115,974	109,050	87,500	-
Motor Vehicle & Equipment	36,456	24,746	40,000	40,000	40,000
CAPITAL	36,456	24,746	40,000	40,000	40,000
<b>TOTAL CITY SHERIFF</b>	<b>1,309,697</b>	<b>1,401,556</b>	<b>1,428,800</b>	<b>1,425,400</b>	<b>77,200</b>

## Judicial Administration – City Sheriff/Courthouse Security

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
<b><i>Courthouse Security</i></b>					
Regular	86,308	72,869	70,946	72,561	1,615
Overtime	9,684	9,621	10,000	10,000	-
Part-time Non-Classified	121,382	147,433	106,000	130,000	24,000
FICA	16,282	17,213	13,653	14,942	1,289
VRS-Employer	7,434	5,944	5,985	6,934	949
Insurance Employer	1,083	863	872	909	37
VA Local Disability Plan	163	-	-	-	-
Worker's Compensation	3,518	3,884	3,363	4,320	957
Benefits Admin Fee	68	37	36	36	-
Employee Benefits	16,978	15,159	15,745	14,798	(947)
<b>PERSONNEL</b>	<b>262,900</b>	<b>273,023</b>	<b>226,600</b>	<b>254,500</b>	<b>27,900</b>
Repairs & Maintenance	26,346	15,556	31,500	31,500	-
Computer/Hardware Software	-	4,536	-	-	-
Vehicle Repairs & Maintenance	-	245	-	-	-
<b>CONTRACTUAL SERVICES</b>	<b>26,346</b>	<b>20,337</b>	<b>31,500</b>	<b>31,500</b>	<b>-</b>
Building Repairs & Maintenance	84	-	-	-	-
Other Operating Supplies	235	4,578	2,700	2,700	-
<b>OTHER CHARGES</b>	<b>319</b>	<b>4,578</b>	<b>2,700</b>	<b>2,700</b>	<b>-</b>
<b>TOTAL COURTHOUSE</b>	<b>289,565</b>	<b>297,938</b>	<b>260,800</b>	<b>288,700</b>	<b>27,900</b>
<b>TOTAL SHERIFF/ COURTHOUSE SECURITY</b>	<b>1,599,262</b>	<b>1,699,494</b>	<b>1,609,000</b>	<b>1,714,100</b>	<b>105,100</b>

## Judicial Administration – Juror Services

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

### **Goal (Strategic Plan Goal 4):**

To provide quality services to City residents serving as jurors.

### **Objectives:**

Provide an appropriate listing of City residents from which to build a jury pool for use by the Sheriff's Department.

### **Expenditure Summary:**

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Juror Services - Grand Jury	4,000	4,000	4,000	4,000	-
Juror Services - Criminal Jury	9,000	9,000	9,000	9,000	-
Juror Services - Civil Jury	7,000	7,000	7,000	7,000	-
CONTRACTUAL SERVICES	20,000	20,000	20,000	20,000	-
<b>JUROR SERVICES</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>-</b>

## Judicial Administration – Commonwealth Attorney

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

### **Goals (Strategic Plan Goal 4):**

- 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.
- Improve the quality of life in Winchester by coordinating law enforcement efforts with citizens throughout the city.

### **Objectives:**

- Fully provide protection to the citizens of Winchester by prosecuting criminal offenses 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 sexual assault against women and children.

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

Cases Prosecuted	2018 Actual	2019 Actual	2020 Actual	2021 Estimated	2022 Projected
Juvenile Court – Juvenile & Domestic	3,152	1,543**	1,374**	1,500	1,700
General District Court	9,971	2,533**	3,047**	3,300	3,500
Circuit Court	9,000*	3,543**	2,579**	2,800	3,000
<b>Total</b>	<b>22,123*</b>	<b>7,619**</b>	<b>7,000**</b>	<b>7,600</b>	<b>8,200</b>

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 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Revenue from Commonwealth	757,098	807,375	780,200	862,900	82,700
Federal	-	-	70,600	70,600	-
Designated Revenue	757,098	807,375	850,800	933,500	82,700
<b>Net General Tax Support</b>	<b>702,797</b>	<b>782,912</b>	<b>680,200</b>	<b>684,200</b>	<b>4,000</b>

### Expenditure Summary:

Expenditure by Classification	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Personnel Services	1,243,341	1,419,847	1,492,800	1,573,700	80,900
Contractual Services	11,032	13,145	10,100	12,100	2,000
Other Charges	205,522	157,295	28,100	31,900	3,800
<b>TOTAL EXPENDITURES</b>	<b>1,459,895</b>	<b>1,590,287</b>	<b>1,531,000</b>	<b>1,617,700</b>	<b>86,700</b>

### Staffing Summary:

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Commonwealth Attorney	16.0	16.0	17.0	17.0	0
<b>Total</b>	<b>16.0</b>	<b>16.0</b>	<b>17.0</b>	<b>17.0</b>	<b>0</b>

### Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Regular	956,598	1,075,613	1,129,939	1,181,971	52,032
Overtime	164	87	500	500	-
FICA	71,448	79,942	80,421	84,696	4,275
VRS-Employer	86,178	97,180	96,583	120,917	24,334
Insurance Employer	12,561	14,127	14,802	15,839	1,037
VA local Disability Plan	1,271	1,310	1,715	1,562	(153)
Worker's Compensation	1,275	1,297	1,353	1,361	8
Flex Benefits Admin Fee	547	586	612	612	-
Flex Benefits - Employee	113,248	149,653	166,749	166,175	(574)
VRS Health Insurance Credit	51	52	126	67	(59)
<b>PERSONNEL</b>	<b>1,243,341</b>	<b>1,419,847</b>	<b>1,492,800</b>	<b>1,573,700</b>	<b>80,900</b>

## Judicial Administration – Commonwealth Attorney

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Legal Services	-	-	-	2,000	2,000
Employment Agencies	-	2,915	-	-	-
Computer Hardware/Software	10,602	9,650	9,100	9,100	-
Printing & Binding	430	580	1,000	1,000	-
CONTRACTUAL SERVICES	11,032	13,145	10,100	12,100	2,000
Postal Services	2,159	1,919	1,900	1,900	-
Telecommunications	-	-	-	2,600	2,600
Office Equipment	5,111	5,660	5,400	5,400	-
Lease of Building	160,781	107,187	-	-	-
Mileage & Transportation	3,981	2,608	-	-	-
Travel & Training	10,460	8,095	-	-	-
Dues & Memberships	5,790	9,671	6,200	7,400	1,200
Miscellaneous Charges & Fees	21	-	-	-	-
Office Supplies	4,493	6,943	4,000	4,000	-
Food & Food Service	1,112	954	1,000	1,000	-
Books & Subscriptions	4,869	6,317	5,000	5,000	-
Other Operating Supplies	2,844	3,892	4,600	4,600	-
Computer Hardware/Software	3,901	4,049	-	-	-
OTHER CHARGES	205,522	157,295	28,100	31,900	3,800
<b>TOTAL COMMONWEALTH ATTORNEY</b>	<b>1,459,895</b>	<b>1,590,287</b>	<b>1,531,000</b>	<b>1,617,700</b>	<b>86,700</b>

## Judicial Administration – Victim Witness

The Winchester Victim/Witness Program has been in existence since 1986 and is supported by federal funds available to Virginia through the federal Victims of Crime Act (VOCA), special funds available through the Virginia Crime Victim/Witness Fund, and Winchester City. All grant fund programs must provide information to crime victims as required by Virginia's Crime Victim and Witness Rights Act.

The purpose of this law is to ensure that victims and witnesses of crime:

- a) Are informed of their rights
- b) Are treated with dignity, respect and sensitivity and that their privacy is protected where the law allows
- c) Receive authorized services
- d) Have opportunity to make the courts aware of the full impact of the crime
- e) Have the opportunity to be heard at critical stages of the criminal justice process

### **Goals** (*Strategic Plan Goal 4*):

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- To assist both crime victims and witnesses through the criminal justice system and to provide services required by Virginia's Crime Victim and Witness Rights Act.
- To inform public of victim's rights regarding protection, assistance, and social services, notices, courtroom assistance, and rights regarding protection, employer services, confidentiality and interpreter services

### **Objectives:**

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- Distribute preprinted materials- brochures on Virginia's Crime Victim and Witness Rights Act; Criminal Injuries Compensation Fund; and Victim Impact Statements
- Assist victims and witnesses in obtaining available protection from appropriate authorities and obtaining the issuance of protective orders for victims of abuse and victims of stalking
- Assist victims in applying for crime victim's compensation by filing claims with Virginia Victims Fund for those that qualify
- Assist Victims in retrieving any property being held for evidentiary purposes
- Assist victims and witnesses in seeking reimbursement for traveling from out of town to court for criminal cases
- Assist victims in seeking and securing restitution by completing a provided Victim Impact Statement
- Assist victims in completing notification request forms to ensure they are notified of all court proceedings

## Judicial Administration – Victim Witness

### Objectives - continued:

- Assist victims in completing notification request forms to local jails and state correctional facilities in regard to prisoner status
- Assist victims in completing notification request forms with the Attorney General's Office to be contacted when an appeal to the VA Court of Appeals is granted
- Assist in obtaining the services of a qualified interpreter if needed
- Assist victims and witnesses in completing confidentiality request forms

### Funding Sources:

Funding Sources	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Revenue from Commonwealth	39,676	39,676	39,000	39,000	-
Revenue from Federal	119,029	119,025	119,000	119,000	-
Designated Revenue	158,705	158,701	158,000	158,000	-
<b>Net General Tax Support</b>	<b>48,618</b>	<b>62,855</b>	<b>62,800</b>	<b>66,600</b>	<b>3,800</b>

### Expenditure Summary:

Expenditure by Classification	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Personnel Services	192,679	211,132	205,100	208,900	3,800
Contractual Services	610	744	2,100	2,100	-
Other Charges	14,034	9,680	13,600	13,600	-
<b>TOTAL EXPENDITURES</b>	<b>207,323</b>	<b>221,556</b>	<b>220,800</b>	<b>224,600</b>	<b>3,800</b>

### Staffing Summary:

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Victim Witness	2.0	2.0	2.0	2.0	0
<b>Total</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0</b>

## Judicial Administration – Victim Witness

### Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Regular	128,586	133,452	135,093	137,732	2,639
Overtime	-	44	-	-	-
Part-time Non-classified	26,786	36,452	28,560	28,560	-
FICA	11,656	12,784	12,211	12,463	252
VRS-Employer	11,566	12,057	12,145	14,090	1,945
Insurance Employer	1,685	1,751	1,771	1,846	75
Worker's Compensation	98	102	104	127	23
Benefits Admin Fee	72	73	72	72	-
Employee Benefits	12,230	14,417	15,144	14,010	(1,134)
PERSONNEL	192,679	211,132	205,100	208,900	3,800
Professional Services	271	461	1,000	1,000	-
Computer Hardware/Software	-	183	400	400	-
Printing & Binding	139	100	500	500	-
Contracted Parking	200	-	200	200	-
CONTRACTUAL SERVICES	610	744	2,100	2,100	-
Postal Services	-	-	100	100	-
Telecommunications	1,139	1,143	1,500	1,500	-
Mileage & Transportation	1,788	1,590	2,000	2,000	-
Travel & Training	5,206	3,461	5,500	5,500	-
Dues & Memberships	200	80	200	200	-
Miscellaneous Charges	243	-	-	-	-
EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Office Supplies	2,518	754	3,000	3,000	-
Food & Food Service	-	-	200	200	-
Books & Subscriptions	335	534	100	100	-
Other Operating Supplies	865	819	1,000	1,000	-
Public Relations	696	-	-	-	-
Computer Hardware/Software	1,044	1,299	-	-	-
OTHER CHARGES	14,034	9,680	13,600	13,600	-
<b>TOTAL VICTIM WITNESS</b>	<b>207,323</b>	<b>221,556</b>	<b>220,800</b>	<b>224,600</b>	<b>3,800</b>

## Public Safety – Police Department

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.

### ***Strategic Plan Goal 3:***

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

### ***Objectives:***

- As the pandemic restrictions begin to lessen, continue outreach efforts with several community events.
- 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 and complete active shooter trainings.
- 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.
- Add a therapy canine dog to the department.

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

Crime Statistics	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual
Grand Theft	137	144	128	70	43
Motor Vehicle Theft	13	22	38	22	36
Robbery	15	26	16	6	11
Rape	15	12	9	6	11
Breaking & Entering*	114	93	86	78	58

\*Includes Unlawful Entry

## Public Safety – Police Department

### ***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.

### ***Goal (Strategic Plan Goal 4):***

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.

### ***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.
- Facilitate the deployment process of the ESInet for a successful implementation of NextGen 911.

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

Indicators	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual
Fire & Rescue Calls for Service	6,639	6,616	6,217	6,133	5,793
Police Calls for Service	44,567	44,785	45,584	43,856	31,636
Police Dispatched Calls	18,862	19,266	18,467	18,579	17,121
911 Calls	21,682	21,592	20,406	20,370	18,123
Total Phone Calls	136,537	132,421	127,947	120,075	105,702

## Public Safety – Police Department

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

<b>Funding Sources</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Charges for Services	61,163	47,671	50,000	50,000	-
Recovered Costs	34,581	180,486	54,700	54,700	-
Commonwealth	1,135,664	1,319,438	1,017,800	1,017,800	-
Federal	41,957	13,143	33,000	33,000	-
Subtotal Designated Revenue	1,273,365	1,560,738	1,155,500	1,155,500	-
<b>Net General Tax Support</b>	<b>7,964,358</b>	<b>8,153,919</b>	<b>8,219,700</b>	<b>8,679,900</b>	<b>460,200</b>

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

<b>Full-Time Employees</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Inc/(Dec)</b>
Police	88	90	90	90	0
Emergency Communications	15	15	15	16	1.0
<b>Total Full-Time</b>	<b>103</b>	<b>105</b>	<b>105</b>	<b>106</b>	<b>1.0</b>
<b>Total Sworn Police</b>	<b>78</b>	<b>78</b>	<b>78</b>	<b>78</b>	<b>0</b>

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

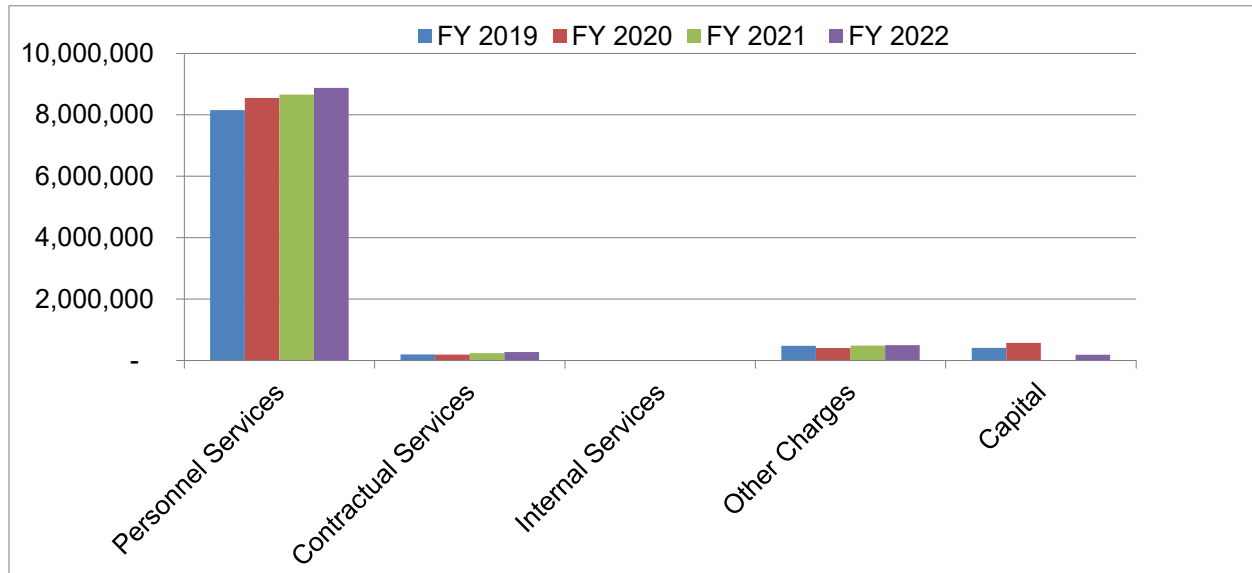
<b>Expenditure by Division</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Police	8,044,735	8,112,514	8,150,200	8,453,000	302,800
Police Grants	222,205	510,001	85,500	108,700	23,200
Emergency Communications	970,783	1,092,142	1,139,500	1,273,700	134,200
<b>TOTAL EXPENDITURES</b>	<b>9,237,723</b>	<b>9,714,657</b>	<b>9,375,200</b>	<b>9,835,400</b>	<b>460,200</b>

<b>Expenditure by Classification</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Personnel Services	8,154,062	8,547,558	8,658,900	8,876,800	217,900
Contractual Services	195,848	190,461	235,800	273,700	37,900
Internal Services	35	220	-	-	-
Other Charges	479,047	405,567	480,500	498,900	18,400
Capital	408,731	570,851	-	186,000	186,000
<b>TOTAL EXPENDITURES</b>	<b>9,237,723</b>	<b>9,714,657</b>	<b>9,375,200</b>	<b>9,835,400</b>	<b>460,200</b>



## Public Safety – Police Department

### FY 2022 Expenditures by Classification



### Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>Police</b>					
Regular	4,841,375	4,925,887	5,063,255	5,177,547	114,292
Overtime	385,715	293,148	273,000	273,000	-
Part-time Non-classified	128,880	117,280	75,000	75,000	-
FICA	393,962	390,848	385,427	398,844	13,417
VRS-Employer	429,607	432,565	461,202	519,943	58,741
VRS-LODA	55,756	58,579	60,000	60,000	-
Retirees	33,528	36,890	38,600	35,025	(3,575)
Insurance-Employer	62,798	62,995	67,206	69,417	2,211
VA Local Disability Plan	707	1,016	1,179	1,942	763
Worker's Compensation	96,860	91,323	94,577	115,193	20,616
Clothing Allowance	8,438	9,086	8,250	6,750	(1,500)
Tuition Assistance	3,001	3,910	-	-	-
Benefits Admin Fee	3,057	2,999	3,204	3,204	-
Employee Benefits	749,400	878,949	974,662	868,155	(106,507)
VRS Health Insurance Credit	5,740	5,724	6,038	5,180	(858)
<b>PERSONNEL</b>	<b>7,198,824</b>	<b>7,311,199</b>	<b>7,511,600</b>	<b>7,609,200</b>	<b>97,600</b>

# Public Safety – Police Department

## Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b><i>Police - continued</i></b>					
Health Care Services	-	949	2,000	2,000	-
Medical Examiner-Coroner	640	340	1,000	1,000	-
Interpreter Fees	8,980	7,760	8,000	8,000	-
Other Professional Services	19,171	13,702	17,000	17,000	-
Veterinarian Services	-	1,712	-	-	-
National Guard Personnel	15,000	-	15,000	15,000	-
Repairs & Maintenance	776	1,407	1,000	1,000	-
Vehicle Repairs & Maintenance	81,554	96,473	110,000	110,000	-
Computer Hardware/Software	-	750	-	-	-
Printing & Binding	7,658	4,459	6,500	6,500	-
Local Media	172	-	200	200	-
Laundry & Dry Cleaning	366	678	300	300	-
Probation Monitoring/ASAP	23,245	23,245	26,100	26,100	-
Food Services - Catering	1,200	-	1,200	1,200	-
CONTRACTUAL SERVICES	158,762	151,475	188,300	188,300	-
Fleet Maintenance/Fuel	-	65	-	-	-
Fleet Maintenance/Parts	35	25	-	-	-
Fleet Maintenance/Labor	-	130	-	-	-
INTERNAL SERVICES	35	220	-	-	-
Postal Services	2,156	4,577	5,000	5,000	-
Telecommunications	-	125	-	-	-
Motor Vehicle Insurance	40,217	45,743	54,800	54,800	-
Group Accident	340	340	500	500	-
Office Equipment Rental	6,557	6,407	7,000	7,000	-
Mileage & Transportation	810	864	-	-	-
Travel & Training	38,473	26,856	11,500	30,000	18,500
NW VA Reg Drug Task Force	9,219	13,842	11,500	11,500	-
Dues & Memberships	40,169	45,551	48,600	49,000	400
Miscellaneous Charges & Fees	303	350	100	100	-
Background Checks	210	270	-	-	-
Office Supplies	11,133	7,443	10,500	10,500	-
Food & Food Service	642	1,252	750	1,000	250
Landscaping/Agricultural Supplies	3,192	2,727	3,000	3,000	-
Medical & Laboratory	1,754	4,056	1,500	1,500	-
Laundry & Janitorial	50	848	100	100	-
Vehicle & Equipment Fuels	95,779	329	99,200	-	-
Vehicle & Equipment Supplies	2,539	80,371	2,500	99,200	-
Police Supplies	93,290	1,792	121,650	2,500	-
Uniforms & Apparel	34,563	77,174	40,000	121,700	50

# Public Safety – Police Department

## Expenditure Detail - continued:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b><i>Police - continued</i></b>					
Books & Subscriptions	521	15,370	2,100	40,000	-
Other Operating Supplies	20,867	544	25,000	2,100	-
Computer Supplies	-	21,984	-	25,000	-
K9 Dog Supplies	2,207	39	5,000	-	-
Awards, Plaques, Other	-	4,120	-	5,000	-
OTHER CHARGES	404,991	362,974	450,300	469,500	19,200
Motor Vehicle & Equipment	282,123	274,680	-	186,000	186,000
Furniture & Fixtures	-	11,966	-	-	-
CAPITAL	282,123	286,646	-	186,000	186,000
<b>TOTAL POLICE</b>	<b>8,044,735</b>	<b>8,112,514</b>	<b>8,150,200</b>	<b>8,453,000</b>	<b>302,800</b>
<b><i>Police Grants</i></b>					
Regular	13,703	44,672	41,496	54,383	12,887
Overtime	26,898	132,741	21,500	21,500	-
Part-time	-	431	-	-	-
FICA	2,914	13,086	4,785	5,326	541
VRS-Employer	1,140	4,129	3,731	5,563	1,832
Insurance Employer	166	600	544	728	184
Worker's Compensation	719	3,190	787	1,309	522
Benefits Admin Fee	10	37	36	36	-
Employee Benefits	3,020	12,457	7,572	14,799	7,227
VRS Health Insurance Credit	15	53	49	56	7
PERSONNEL	48,585	211,396	80,500	103,700	23,200
Travel & Training	240	-	-	-	-
Misc Charges & Fees	-	1,500	-	-	-
Office Supplies	227	-	-	-	-
Police Supplies	13,815	1,386	5,000	5,000	-
Uniforms & Apparel	15,423	4,298	-	-	-
Other Operating Supplies	670	2,367	-	-	-
Computer Equip & Supplies	16,637	4,849	-	-	-
OTHER CHARGES	47,012	14,400	5,000	5,000	-
Motor Vehicle & Equipment	-	11,229	-	-	-
Computer Hardware/Software	126,608	90,232	-	-	-
Machinery & Equipment	-	172,310	-	-	-
Furniture & Fixtures	-	10,434	-	-	-
CAPITAL	126,608	284,205	-	-	-
<b>TOTAL POLICE GRANTS</b>	<b>222,205</b>	<b>501,001</b>	<b>85,500</b>	<b>108,700</b>	<b>23,200</b>

# Public Safety – Police Department

## Expenditure Detail - continued:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>Emergency Communications</b>					
Regular	609,595	678,155	717,018	806,040	89,022
Overtime	52,574	55,329	42,000	42,000	-
Part-time Non-Classified	23,533	21,664	23,000	-	(23,000)
FICA	49,724	54,631	57,792	60,308	2,516
VRS-Employer	54,752	61,126	64,460	82,969	18,509
Insurance Employer	7,981	8,884	9,393	10,868	1,475
VA Local Disability Plan	926	943	1,143	1,688	545
Worker's Compensation	422	443	445	541	96
Benefits Admin Fee	456	502	540	576	36
Employee Benefits	105,959	142,477	150,148	158,098	7,950
VRS Health Insurance Credit	731	809	861	812	(49)
PERSONNEL	906,653	1,024,963	1,066,800	1,163,900	97,100
Repairs & Maintenance	1,580	-	5,300	5,300	-
E911 Name/Address Service	34,728	38,539	41,800	79,700	37,900
Printing & Binding	778	447	400	400	-
CONTRACTUAL SERVICES	37,086	38,986	47,500	85,400	37,900
Postal Services	210	-	175	175	-
Telecommunications	974	1,070	1,005	1,005	-
Property Insurance	146	155	-	-	-
Office Equipment Lease	-	119	-	600	600
Travel & Training	4,363	4,687	3,000	3,000	-
Dues & Memberships	8,280	8,741	8,785	8,785	-
Office Supplies	2,865	4,921	4,535	3,935	(600)
Food & Food Service	1,311	947	1,200	400	(800)
Vehicle & Equipment Fuels	58	-	100	100	-
Uniforms & Apparel	1,957	2,082	2,200	2,200	-
Books & Subscriptions	61	-	200	200	-
Other Operating Supplies	6,761	5,471	3,900	3,900	-
Awards, Plaques, Other	58	-	100	100	-
OTHER CHARGES	27,044	28,193	25,200	24,400	(800)
<b>TOTAL ECC</b>	<b>970,783</b>	<b>1,092,142</b>	<b>1,139,500</b>	<b>1,273,700</b>	<b>134,200</b>
<b>TOTAL POLICE DEPARTMENT</b>	<b>9,237,723</b>	<b>9,714,657</b>	<b>9,375,200</b>	<b>9,835,400</b>	<b>460,200</b>

## Public Safety – Fire and Rescue Department

### ***Mission Statement***

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

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

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

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

- Provide adequate resources for the defined core City services and service levels
  - Continue to address the topics identified in the fire department study
  - Increase minimum daily staffing on suppression apparatus to meet community service expectations
  - 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

### **Performance Indicators:**

Objectives	FY 2018		FY 2019		FY 2020		FY 2021
	Request/ Adopt	Actual	Request/ Adopt	Actual	Request/ Adopt	Actual	Request/ Goals
New Firefighters	3	1	3	1	3	1	3
Accidents while Responding	0	1	0	2	0	1	0
OSHA Recordable Causalities	0	3	0	3	0	4	0
Unit Mobilization interval <=2 minutes	=>96%	94.51%	=>96%	93.75%	=>96%	90.92%	=>96%
Response Time Interval <=6 minutes	>96%	77.61%	=>96%	73.88%	=>96%	69.60%	=>96%
Total Response Time <=8 minutes	=>90%	87.41%	=>90%	84.41%	=>90%	78.76%	=>90%
All Cardiac Resuscitation Rate	>=40%	30.77%	=>40%	38.10%	=>40%	56%	=>40%
All Cardiac Arrest Hospital Discharge Rate	Not Established	Not Established	Not Established	75%	0	17.39%	20%
V-Fib/V-Tach Cardiac Resuscitation Rate	=>40%	42.85%	=>40%	33%	=>40%	55%	=>40%
V-Fib/V-Tach Hospital Discharge Rate	=>30%	28.57%	=>30%	100%	=>30%	44.44%	=>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

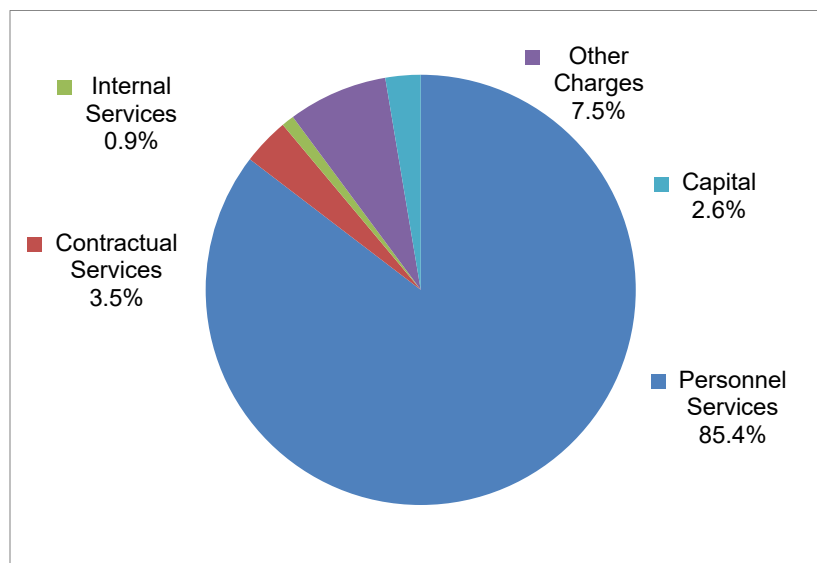
### Expenditure Summary:

Expenditures by Division	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Fire	6,232,683	6,176,382	6,164,600	6,638,100	473,500
Fire Grants	335,306	146,126	910,900	827,800	(83,100)
Hazardous Materials	55,019	55,121	76,600	76,600	-
<b>TOTAL EXPENDITURES</b>	<b>6,623,008</b>	<b>6,377,629</b>	<b>7,152,100</b>	<b>7,542,500</b>	<b>390,400</b>

### Expenditure by Classification

Personnel Services	5,456,148	5,552,820	5,640,400	6,440,600	800,200
Contractual Services	261,330	242,417	171,900	265,900	94,000
Internal Services	79,146	67,119	66,500	71,500	5,000
Other Charges	585,461	482,791	1,273,300	565,000	(708,300)
Capital	240,923	32,482	-	199,500	199,500
<b>TOTAL EXPENDITURES</b>	<b>6,623,008</b>	<b>6,377,629</b>	<b>7,152,100</b>	<b>7,542,500</b>	<b>390,400</b>

### FY 2022 Expenditures by Classification



### Staffing Summary:

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Fire	62.0	63.0	63.0	73.0	10.0
<b>Total Full-Time</b>	<b>62.0</b>	<b>63.0</b>	<b>63.0</b>	<b>73.0</b>	<b>10.0</b>
<b>Total Firefighters</b>	<b>59.0</b>	<b>60.0</b>	<b>60.0</b>	<b>70.0</b>	<b>10.0</b>

# Public Safety – Fire and Rescue Department

## Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b><i>FIRE &amp; RESCUE</i></b>					
Regular	3,501,637	3,713,754	3,759,168	3,981,662	222,494
Overtime	382,305	244,713	202,600	202,600	-
Non-classified Part-time	123,923	50,860	44,700	44,700	-
FICA	295,316	297,194	284,953	309,217	24,264
VRS-Employer	310,956	325,713	336,330	403,465	67,135
VRS - LODA	43,581	46,404	50,000	50,000	-
Retirees	57,497	58,310	54,000	56,040	2,040
Insurance-Employer	45,656	47,309	49,010	53,780	4,770
VA Local Disability Plan	193	201	199	208	9
State Unemployment Tax	-	378	-	-	-
Worker's Compensation	131,703	128,301	126,026	160,519	34,493
Tuition Assistance	13,688	3,227	-	-	-
Benefits Admin Fee	2,150	2,146	2,263	2,371	108
Employee Benefits	518,487	605,640	699,060	654,434	(44,626)
VRS Health Insurance Credit	4,150	4,310	4,491	4,004	(487)
PERSONNEL	5,431,242	5,528,460	5,612,800	5,923,000	310,200
Health Care Services	19,704	16,823	18,000	18,000	-
Other Professional Services	14,105	62,292	28,200	28,200	-
Training/Education	66,897	50,350	1,000	51,000	50,000
Repairs & Maintenance	33,814	25,316	34,200	64,200	30,000
Vehicle Repairs & Maintenance	65,704	31,126	30,000	30,000	-
Fire Apparatus Testing	7,444	8,544	8,500	10,500	2,000
Printing & Binding	1,392	465	1,500	1,500	-
Local Media	215	-	-	-	-
Laundry & Dry Cleaning	21,776	22,663	25,700	26,700	1,000
Sanitary Landfill Usage	100	-	-	-	-
Refuse Service	-	200	-	-	-
CONTRACTUAL SERVICES	231,151	217,779	147,100	230,100	83,000
Fleet Maintenance/Fuel	63,492	50,054	65,000	55,000	(10,000)
Fleet Maintenance/Parts	3,096	4,484	-	4,000	4,000
Fleet Maintenance/Labor	9,344	11,011	-	11,000	11,000
INTERNAL SERVICES	75,932	65,549	65,000	70,000	5,000
Electrical Services	2,508	2,612	1,800	4,800	3,000
Postal Services	753	1,323	700	1,700	1,000
Telecommunications	69	2,000	400	400	-
Property Insurance	707	1,126	1,500	1,600	100
Motor Vehicle Insurance	9,403	7,579	9,100	9,100	-
Group Accident	25,030	19,051	25,300	25,300	-
Office Equipment	361	421	1,000	1,000	-



# Public Safety – Fire and Rescue Department

## Expenditure Detail - continued:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b><i>FIRE &amp; RESCUE - continued</i></b>					
Mileage & Transportation	228	6	-	-	-
Travel & Training	13,265	5,619	-	-	-
Volunteer Fire Department	192,000	192,000	192,000	192,000	-
Volunteer Fireman Incentive Program	432	-	500	500	-
Dues & Memberships	1,509	1,687	1,800	2,550	750
Miscellaneous Charges & Fees	29	30	-	-	-
Office Supplies	6,993	3,787	3,200	4,000	800
Food & Food Service	5,222	874	3,000	3,000	-
Medical & Laboratory	26,770	42,775	24,000	34,000	10,000
Laundry & Janitorial	1,168	1,087	1,300	1,300	-
Building Repair & Maintenance	3,208	-	-	-	-
Vehicle & Equipment Fuels	1,373	685	2,000	2,000	-
Vehicle & Equipment Supplies	1,861	472	2,000	2,000	-
Uniforms & Apparel	42,345	36,091	34,100	85,400	51,300
Books & Subscriptions	803	1,205	2,500	2,750	250
Other Operating Supplies	35,526	43,733	33,500	40,300	6,800
Computer Hardware/Software	232	431	-	1,300	1,300
OTHER CHARGES	371,795	364,594	339,700	415,000	75,300
Motor Vehicle & Equipment	122,563	-	-	-	-
CAPITAL	122,563	-	-	-	-
<b>TOTAL FIRE</b>	<b>6,232,683</b>	<b>6,176,382</b>	<b>6,164,600</b>	<b>6,638,100</b>	<b>473,500</b>
<b><i>FIRE GRANTS</i></b>					
Regular	-	-	-	305,060	305,060
Overtime	-	-	-	50,000	50,000
FICA	-	-	-	23,436	23,436
VRS-Employer	-	-	-	31,207	31,207
VRS Insurance-Employer	-	-	-	4,088	4,088
Worker's Compensation	-	-	-	9,152	9,152
Benefits Admin Fee	-	-	-	252	252
Employee Benefits	-	-	-	66,500	66,500
VRS Health Insurance Credit	-	-	-	305	305
PERSONNEL				490,000	490,000
Training/Education	-	7,225	-	-	-
Repairs & Maintenance	3,371	-	-	-	-
Vehicle Repairs & Maintenance	-	2,928	-	-	-
Laundry & Dry Cleaning	11,592	2,788	-	11,000	11,000
CONTRACTUAL SERVICES	14,963	12,941	-	11,000	11,000

# Public Safety – Fire and Rescue Department

## Expenditure Detail - continued:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b><i>FIRE GRANTS - continued</i></b>					
Travel & Training	12,408	4,722	15,800	3,500	(12,300)
Medical & Laboratory	18,977	15,880	-	500	500
Uniforms & Apparel	59,658	53,616	58,000	50,000	(8,000)
Books & Subscriptions	1,346	2,830	1,700	1,700	-
Other Operating Supplies	109,594	22,522	835,400	71,600	(763,800)
Computer Hardware/Software	-	1,133	-	-	-
OTHER CHARGES	201,983	100,703	910,900	127,300	(783,600)
Machinery & Equipment	118,360	32,485	-	199,500	199,500
CAPITAL	118,360	32,485	-	199,500	199,500
<b>TOTAL FIRE GRANTS</b>	<b>335,306</b>	<b>146,126</b>	<b>910,900</b>	<b>827,800</b>	<b>(83,100)</b>
<b><i>HAZARDOUS MATERIAL</i></b>					
Regular	13,385	16,350	13,560	14,380	820
Overtime	5,331	2,251	7,500	7,500	-
FICA	1,400	1,408	1,102	1,631	529
VRS-Employer	1,478	1,490	1,289	1,471	182
Insurance Employer	221	217	175	193	18
VA Local Disability Plan	95	76	97	76	(21)
Worker's Compensation	215	151	11	11	-
Benefits Admin Fee	13	16	12	12	-
Employee Benefits	2,748	2,379	3,837	2,312	(1,525)
VRS Health Insurance Credit	20	22	17	14	(3)
PERSONNEL	24,906	24,360	27,600	27,600	-
Health Care Services	10,172	10,474	10,700	10,700	-
Repairs & Maintenance	-	519	1,500	1,500	-
Vehicle Repairs & Maintenance	3,311	135	5,100	5,100	-
Purchase Services - Fred County	1,733	569	7,500	7,500	-
CONTRACTUAL SERVICES	15,216	11,697	24,800	24,800	-
Fuel	136	139	500	500	-
Parts	751	409	500	500	-
Labor	2,327	1,022	500	500	-
INTERNAL SERVICES	3,214	1,570	1,500	1,500	-
Postal Services	-	10	100	100	-
Telecommunications	-	-	3,000	3,000	-
Motor Vehicle Insurance	2,028	1,902	2,300	2,300	-

## Public Safety – Fire and Rescue Department

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
<b><i>HAZARDOUS MATERIAL - continued</i></b>					
Office Equipment	172	205	500	500	-
Mileage & Transportation	-	-	100	100	-
Travel & Training	-	-	1,100	1,100	-
Office Supplies	328	-	200	200	-
Vehicle & Equipment Fuels	-	-	100	100	-
Vehicle & Equipment Supplies	35	-	100	100	-
Books & Subscriptions	-	-	200	200	-
Other Operating Supplies	9,120	15,377	15,000	15,000	-
OTHER CHARGES	11,683	17,494	22,700	22,700	-
<b><i>TOTAL HAZARDOUS MATERIAL</i></b>	<b><i>55,019</i></b>	<b><i>55,121</i></b>	<b><i>76,600</i></b>	<b><i>76,600</i></b>	<b><i>-</i></b>
<b>TOTAL FIRE DEPARTMENT</b>	<b>6,623,008</b>	<b>6,377,629</b>	<b>7,152,100</b>	<b>7,542,500</b>	<b>390,400</b>

## Public Safety – Juvenile and Domestic Relations Court Services

Juvenile and Domestic Relations (J&DR) 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

### ***Goal (Strategic Plan Goal 3):***

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 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Contracted Parking	2,400	2,400	2,400	2,400	-
CONTRACTUAL SERVICES	2,400	2,400	2,400	2,400	-
Telecommunications	295	148	300	300	-
Lease of Buildings	101,260	67,507	-	-	-
Office Supplies	896	252	1,500	1,500	-
Food & Food Service	711	494	400	400	-
Other Operating Supplies	514	855	-	-	-
OTHER CHARGES	103,676	69,256	2,200	2,200	-
<b>TOTAL J &amp; DR Court Services</b>	<b>106,076</b>	<b>71,656</b>	<b>4,600</b>	<b>4,600</b>	<b>-</b>

## Public Safety – Inspections

The Inspections Department is dedicated to administering the Uniform Statewide Building Code, Property Maintenance Code regulations, and associated laws of the Commonwealth of Virginia and the City of Winchester, in a courteous, responsive, and professional manner, contributing to the overall sustainability, health, safety and well-being of the citizens. This includes working in concert with other City agencies and our customers (residents, tenants, business owners, building owners, architects, engineers, builders, tradesmen, contractors, and developers) as part of the development team.

### ***Goals:***

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- Provide a development environment which is transparent, consistent, fair, timely and equitable for all customers (residents, homeowners, contractors, design professionals, developers, etc.). **(Strategic Plan Goal 4)**
- Develop and implement an aggressive and effective campaign against blight, derelict buildings and vacant properties. **(Strategic Plan Goal 2)**

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

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- 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.
- Continue to find ways to improve departmental effectiveness by achieving desired objectives with minimal departmental resources.
- Implement a strategy to improve customer service, resulting in faster building permit approval, answering of citizen inquiries, and resolving nuisance and property maintenance violations.
- Increase proactive enforcement by conducting walking tours, door-to-door visits, neighborhood civic group meetings, and inspection checklists.
- Update website and improve public awareness regarding the Uniform Statewide Building Code and Property Maintenance Code as well as updating forms and creating development guides to make new development and redevelopment projects easier to understand and complete.

## Public Safety – Inspections

### Performance Measures – Outcomes/Trends:

Indicators	2018 Actual	2019 Actual	2020 Actual	2021 Projected	2022 Estimated
<b>Output Measures</b>					
Graffiti Abatement	6	5	8	15	5
Nuisance	480	774	759	464	600
Overcrowding	16	15	7	2	10
Property Maintenance	225	355	586	216	375
Rental Housing	551	510	382	207	450
Vacant Building Registry	74	66	35	43	60
Total Number of Building Permits Issued	1828	1015	4218	1764	1500
Residential Construction Value	\$12,310,789	\$25,873,604	\$13,184,977	\$19,370,888	\$12,000,000
Commercial Construction Value	\$40,066,551	\$58,253,507	\$32,117,865	\$39,879,297	\$30,000,000

### Expenditure Summary:

Expenditure by Classification	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Personnel Services	533,747	497,528	499,200	537,800	38,600
Contractual Services	10,932	6,247	10,200	9,700	(500)
Internal Services	7,688	5,809	10,200	10,200	-
Other Charges	19,075	15,866	15,000	15,000	-
Capital	-	21,875	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>571,442</b>	<b>547,325</b>	<b>534,600</b>	<b>572,700</b>	<b>38,100</b>

### Staffing Summary:

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Inspections*	7.5	7.5	7.5	7.5	0
<b>Total</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>	<b>0</b>

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

# Public Safety – Inspections

## Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Regular	388,862	360,269	353,735	353,735	(57,888)
Overtime	618	562	350	350	-
FICA	28,638	26,777	27,099	27,099	(3,113)
VRS-Employer	35,016	32,529	31,394	31,394	(5,710)
Retirees	12,192	7,140	15,432	15,432	8,292
Insurance Employer	5,103	4,731	4,575	4,575	(831)
VA Local Disability Plan	534	609	483	483	(77)
Worker's Compensation	2,141	1,841	2,025	2,025	(349)
Benefits Admin Fee	261	242	234	234	(36)
Employee Benefits	59,915	62,397	63,454	63,454	(11,712)
VRS Health Insurance Credit	467	431	419	419	(76)
PERSONNEL	533,747	497,528	499,200	499,200	(71,500)
Employment Agencies	1,761	-	-	-	-
Vehicle Repairs & Maintenance	2,526	72	500	500	-
Printing & Binding	740	130	700	700	-
Clean-up Private Parcels	5,905	6,045	9,000	9,000	(2,000)
CONTRACTUAL SERVICES	10,932	6,247	10,200	10,200	(2,700)
Fleet Maintenance/Fuel	3,321	2,446	4,000	4,000	-
Fleet Maintenance/Parts	1,127	636	2,000	2,000	(1,000)
Fleet Maintenance/Labor	3,044	2,727	4,000	4,000	(2,000)
Copier Charges	196	-	200	200	-
INTERNAL SERVICES	7,688	5,809	10,200	10,200	(3,000)
Postal Services	6,769	5,236	1,200	1,700	500
Motor Vehicle Insurance	3,156	2,061	2,500	2,500	-
Office Equipment Lease	-	807	-	-	-
Mileage & Transportation	20	-	100	100	-
Travel & Training	2,278	2,732	2,900	2,900	-
Dues & Memberships	445	330	400	400	-
Court Filing Fees	124	24	300	300	-
Miscellaneous Charges & Fees	-	5	-	-	-
Office Supplies	1,520	1,558	2,000	1,500	(500)
Vehicle & Equipment Fuels	56	38	100	100	-
Uniforms & Apparel	1,214	684	1,400	1,400	-
Books & Subscriptions	2,304	1,042	2,500	2,500	-
Other Operating Supplies	1,189	1,339	1,100	1,100	-
Computer Equip & Supplies	-	10	500	500	-
OTHER CHARGES	19,075	15,866	15,000	15,000	-

## Public Safety – Inspections

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Motor Vehicle & Equipment	-	21,875	-	-	-
CAPITAL	-	21,875	-	-	-
<b>TOTAL INSPECTIONS</b>	<b>571,442</b>	<b>547,325</b>	<b>534,600</b>	<b>572,700</b>	<b>38,100</b>



## Public Safety – Emergency Management

All disasters begin and end at the local level. Therefore, the City 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 emergency 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:**

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- To support and improve existing and new community safety policies and programs. **(Strategic Plan Goal 3)**
- Enhance external and internal communication. **(Strategic Plan Goal 4)**

### **Objectives:**

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- Launch an online dashboard for emergency operations quick reaction statistical tracking with the assistance of the GIS division by June 1, 2022
- Continue to enhance the use of City mass notification system (Everbridge) by conducting training to specified users as needed
- 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 as needed
- Review and Maintain the City's Emergency Operations Plan (EOP) and related Essential Support Functions (ESFs)
  - Review the EOP/ESFs => 4 times per year
- Engage community stakeholders through meetings, public awareness, and preparedness education utilizing social media outlets, safety fairs, and training
  - Community Contact = > 5 times per year
- Review the Regional Mitigation Plan
  - Review plan => 2 times per year
- Conduct maintenance on the public safety radio system to ensure reliability
  - Scheduled maintenance => 4 times per year

## Public Safety – Emergency Management

### Objectives - continued:

- Maintain a well-trained Small Unmanned Aircraft System (sUAS) program that is ready at all times to support public safety emergency responses
  - Training sessions => 6

### Performance Measures:

Objectives	FY 2019		FY 2020		FY 2021		FY 2022
	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	7	=>3	7	=>3	TBD	=>5
Review and Maintain the City's Emergency Operations Plan (EOP) and related Essential Support Functions (ESFs)	=>2	4	=>2	4	=>2	TBD	=>4
Engage community stakeholders through meetings, public awareness and preparedness education utilizing media outlets, safety fairs and trainings	=>5	14	=>5	14	=>5	TBD	=>5
Review the Regional Mitigation Plan	=>2	Yes	=>2	2	=>2	TBD	=>2
Maintain a (sUAS) program through organized training	=>6	6	=>6	10	=>6	TBD	=>6
Conduct maintenance on the public safety radio system infrastructure maintenance to ensure continued reliability	=>4	4	=>4	4	=>4	TBD	=>4

## Public Safety – Emergency Management

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

<b>Expenditure by Classification</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Personnel Services	120,576	173,855	199,900	219,900	20,000
Contractual Services	358,102	366,177	372,500	417,100	44,600
Internal Services	5,114	9,512	3,750	3,750	-
Other Charges	47,985	53,019	17,250	17,250	-
Capital	134,422	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>666,199</b>	<b>602,563</b>	<b>593,400</b>	<b>658,000</b>	<b>64,600</b>

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

<b>Full-Time Employees</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Inc/(Dec)</b>
Emergency Management	2.0	2.0	2.0	2.0	0
<b>Total</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0</b>

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Regular	88,741	131,785	159,058	169,185	10,127
Overtime	2,472	360	-	-	-
College Incentive	-	1,106	-	-	-
FICA	6,120	10,035	11,222	12,001	779
VRS-Employer	6,949	11,680	14,299	17,261	2,962
Insurance Employer	1,013	1,695	2,084	2,265	181
VA Local Disability Plan	388	74	285	27	(258)
Worker's Compensation	338	204	355	453	98
Tuition Assistance	2,025	1,882	-	-	-
Benefits Admin Fee	44	52	72	72	-
Employee Benefits	12,393	14,828	12,334	18,464	6,130
VRS Health Insurance Credit	93	154	191	172	(19)
<b>PERSONNEL</b>	<b>120,576</b>	<b>173,855</b>	<b>199,900</b>	<b>219,900</b>	<b>20,000</b>
Repairs & Maintenance	353,386	361,554	372,000	416,600	44,600
Vehicle Repairs & Maintenance	4,599	3,105	-	-	-
Computer Hardware/Software	-	1,488	-	-	-
Printing & Binding	117	30	500	500	-
<b>CONTRACTUAL SERVICES</b>	<b>358,102</b>	<b>366,177</b>	<b>372,500</b>	<b>417,100</b>	<b>44,600</b>

## Public Safety – Emergency Management

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Fleet Maintenance/Fuel	906	1,177	1,050	1,050	-
Fleet Maintenance/Parts	462	1,306	1,200	1,200	-
Fleet Maintenance/Labor	3,746	7,029	1,500	1,500	-
INTERNAL SERVICES	5,114	9,512	3,750	3,750	-
Electrical Services	4,120	3,701	4,200	4,200	-
Postal Services	1,596	71	400	400	-
Telecommunications	49	110	-	-	-
Motor Vehicle Insurance	1,707	1,999	2,400	2,400	-
Office Equipment	175	200	-	-	-
Mileage & Transportation	-	118	-	-	-
Travel & Training	2,248	2,807	-	-	-
Dues & Memberships	217	-	300	300	-
Office Supplies	430	686	1,200	1,200	-
Food & Food Service	78	55	100	100	-
Vehicle & Equipment Fuels	423	776	500	500	-
Uniforms & Apparel	723	206	400	400	-
Vehicle & Equipment Supplies	-	424	450	450	-
Other Operating Supplies	36,219	41,866	7,300	7,300	-
OTHER CHARGES	47,985	53,019	17,250	17,250	-
Machinery & Equipment	134,422	-	-	-	-
CAPITAL	134,422	-	-	-	-
<b>TOTAL EMERGENCY MGMT</b>	<b>666,199</b>	<b>602,563</b>	<b>593,400</b>	<b>658,000</b>	<b>64,600</b>

## Public Works – Streets/Storm Drainage

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

### **Goal (Strategic Plan Goal 3):**

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 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Personnel Services	137,124	114,654	153,900	164,100	10,200
Contractual Services	47,327	73,858	78,500	78,500	-
Other Charges	16,055	10,535	18,100	15,800	(2,300)
<b>TOTAL EXPENDITURES</b>	<b>200,506</b>	<b>199,047</b>	<b>250,500</b>	<b>258,400</b>	<b>7,900</b>

### **Staffing Summary:**

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Streets	1.0	1.0	1.0	1.0	0
Storm Drainage	1.0	1.0	1.0	1.0	0
<b>Total</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0</b>

## Public Works – Streets/Storm Drainage

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
<b><i>STREETS</i></b>					
Regular	58,807	53,611	64,339	69,957	5,618
Overtime	3,353	3,201	2,000	4,000	2,000
FICA	4,690	4,298	5,069	5,412	343
VRS-Employer	5,133	4,614	5,784	5,827	43
Insurance Employer	748	673	844	763	(81)
VA Local Disability Plan	380	275	463	300	(163)
Worker's Compensation	618	434	315	341	26
Benefits Admin Fee	36	39	36	36	-
Employee Benefits	6,118	7,210	7,572	7,005	(567)
VRS Health Ins Credit	68	61	78	59	(19)
PERSONNEL	79,951	74,416	86,500	93,700	7,200
Landscaping Service	44,782	73,858	78,500	78,500	-
Printing & Binding	235	-	-	-	-
CONTRACTUAL SERV	45,017	73,858	78,500	78,500	-
General Liability Insurance	5,156	4,204	5,900	5,900	-
Rental Equipment	4,420	-	1,000	1,000	-
Food & Food Service	1,691	-	1,500	-	(1,500)
Landscaping/Agricultural Supplies	-	-	5,000	5,000	-
Laundry & Janitorial	920	1,538	200	200	-
Repair & Maintenance Supplies	179	11	500	500	-
Other Operating Supplies	-	1,591	-	-	-
OTHER CHARGES	12,366	7,344	14,100	12,600	(1,500)
<b><i>TOTAL STREETS</i></b>	<b><i>137,334</i></b>	<b><i>155,618</i></b>	<b><i>179,100</i></b>	<b><i>184,800</i></b>	<b><i>5,700</i></b>
<b><i>STORM DRAINAGE</i></b>					
Regular	43,154	30,749	50,440	52,458	2,018
FICA	3,275	2,354	3,800	4,462	662
VRS-Employer	4,072	2,552	4,535	5,366	831
Insurance Employer	594	372	661	703	42
VA Local Disability Plan	318	156	266	277	11
Worker's Compensation	27	18	30	40	10
Benefits Admin Fee	30	20	36	36	-
Employee Benefits	5,649	3,983	7,572	7,005	(567)
VRS Health Insurance Credit	54	34	60	53	(7)
PERSONNEL	57,173	40,238	67,400	70,400	3,000

## Public Works – Streets/Storm Drainage

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Professional Services	2,310	-	-	-	-
CONTRACTUAL SERVICES	2,310	-	-	-	-
Miscellaneous Charges & Fees	3,689	3,191	4,000	3,200	(800)
OTHER CHARGES	3,689	3,191	4,000	3,200	(800)
<b>TOTAL STORM DRAINAGE</b>	<b>63,172</b>	<b>43,429</b>	<b>71,400</b>	<b>73,600</b>	<b>2,200</b>
<b>TOTAL</b>	<b>200,506</b>	<b>199,047</b>	<b>250,500</b>	<b>258,400</b>	<b>7,900</b>

## Public Works – Loudoun Mall

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

- Public restroom facility
- Splash pad water feature
- The water features at each end of the Mall
- Landscaping and flower plantings
- Taylor Pavilion
- Security Bollards
- Security Cameras
- WIFI network

### ***Goal (Strategic Plan Goal 3):***

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 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Personnel Services	2,710	1,631	4,300	4,300	-
Contractual Services	50,594	52,699	80,200	80,200	-
Internal Services	506	377	600	600	-
Other Charges	35,952	26,725	31,100	31,100	-
<b>TOTAL EXPENDITURES</b>	<b>89,762</b>	<b>81,432</b>	<b>116,200</b>	<b>116,200</b>	<b>-</b>



## Public Works – Loudoun Mall

### Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Regular	-	146	-	-	-
Part-time Non-classified	2,433	1,311	4,000	4,000	-
FICA	185	113	200	240	40
VRS-Employer	-	12	-	-	-
Insurance Employer	-	2	-	-	-
VA Local Disability Plan	-	1	-	-	-
Worker's Compensation	92	46	100	60	(40)
PERSONNEL	2,710	1,631	4,300	4,300	-
Repairs & Maintenance	20,565	30,939	50,200	50,200	-
Landscaping	30,029	21,760	30,000	30,000	-
CONTRACTUAL SERV	50,594	52,699	80,200	80,200	-
Fleet Maintenance/Fuel	506	377	600	600	-
Fleet Maintenance/Parts	-	-	-	-	-
Fleet Maintenance/Labor	-	-	-	-	-
INTERNAL SERVICES	506	377	600	600	-
Electrical Services	6,537	8,760	10,000	10,000	-
Telecommunications	4,500	10,500	10,000	10,000	-
Laundry & Janitorial	2,140	800	3,000	3,000	-
Repairs & Maintenance	21,956	5,617	7,000	7,000	-
Other Operating Supplies	59	317	100	100	-
Chemicals	760	731	1,000	1,000	-
OTHER CHARGES	35,952	26,725	31,100	31,100	-
<b>TOTAL LOUDOUN MALL</b>	<b>89,762</b>	<b>81,432</b>	<b>116,200</b>	<b>116,200</b>	<b>-</b>

## Public Works – Refuse & Recycling

The City provides the essential service of curbside refuse, recycling, and yard waste collection to all residences and some small businesses throughout the City. Collection of refuse and recycling occurs on a weekly basis throughout the year. Yard waste collection also occurs on a weekly basis in all months except January and February. Large and bulky items can also be scheduled and collected for a fee. The City does not provide large container (i.e. dumpster) service. The City charges all customers that receive refuse service a monthly fee of \$5.00 per month.

As a part of the FY 2022 budget, City Council approved funds to purchase trash roll-off containers for every customer that receives this City service. These containers will improve the safety and reduce injuries for City employees as it will significantly reduce the amount of trash that employees must lift and carry. To help pay for the cost of these containers and increases to tipping fees at the landfill, City Council is expected to approve an increase in the monthly solid waste fee and also implement a rate structure where the fee is based on the size of the trash container selected by the resident. The City will also be purchasing a glass crusher in FY 2022 to recycle glass. Glass drop-off locations will be set up at multiple locations within the City to allow residents to bring their glass for recycling. The crushed glass material will be used as aggregate in construction projects.

### ***Goals (Strategic Plan Goal 3):***

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To enhance 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.

### ***Performance Indicators:***

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

Indicators	2018 Actual	2019 Actual	2020 Actual	2021 Estimated	2022 Projected
<b>Output Measures</b>					
Refuse Collected (tons)	6,561	6,561	6,794	7,181	7,000
Recycling Collected (tons)	2,962	2,859	2,206	2,218	2,400

## Public Works – Refuse & Recycling

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

<b>Expenditure by Classification</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Personnel Services	874,120	1,031,580	1,010,900	1,047,000	36,100
Contractual Services	370,893	386,636	298,000	328,000	30,000
Internal Services	219,851	214,624	222,000	222,000	-
Other Charges	108,520	90,600	104,600	494,600	390,000
Capital	-	-	-	80,000	80,000
<b>TOTAL EXPENDITURES</b>	<b>1,573,384</b>	<b>1,723,440</b>	<b>1,635,500</b>	<b>2,171,600</b>	<b>536,100</b>

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

<b>Full-Time Employees</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>Inc/(Dec)</b>
Refuse	18.0	18.0	18.0	18.0	0
<b>Total</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>	<b>0</b>

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Regular	573,298	669,327	674,502	682,166	7,664
Overtime	34,114	41,173	12,500	25,000	12,500
Part-time Non-classified	3,426	-	-	-	-
FICA	45,196	52,565	51,361	54,123	2,762
VRS-Employer	51,582	58,530	60,637	69,785	9,148
Retirees	6,096	7,140	7,572	7,005	(567)
Insurance Employer	7,659	8,561	8,836	9,142	306
VA Local Disability Plan	1,241	1,223	1,335	1,446	111
State Unemployment Tax	1,420	-	-	-	-
Worker's Compensation	23,664	27,758	27,189	34,212	7,023
Tuition Assistance	-	3,583	-	-	-
Benefits Admin Fee	583	628	655	655	-
Employee Benefits	125,150	160,317	165,488	162,779	(2,709)
VRS Health Insurance Credit	691	775	825	687	(138)
<b>PERSONNEL</b>	<b>874,120</b>	<b>1,031,580</b>	<b>1,010,900</b>	<b>1,047,000</b>	<b>36,100</b>
Other Professional Services	23,524	150	-	-	-
Employment Agencies	62,065	31,868	-	-	-
Repairs & Maintenance	790	1,152	3,500	3,500	-

## Public Works – Refuse & Recycling

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Vehicle Repairs & Maintenance	-	1,023	1,500	1,500	-
Computer Hardware/Software	-	19,188	-	-	-
Printing & Binding	552	2,677	1,000	1,000	-
Local Media	1,444	2,301	2,000	2,000	-
Laundry & Dry Cleaning	13,022	15,716	15,000	15,000	-
Sanitary Landfill Usage	269,496	312,561	275,000	305,000	30,000
CONTRACTUAL SERV	370,893	386,636	298,000	328,000	30,000
Fleet Maintenance/Fuel	57,571	57,276	60,000	60,000	-
Fleet Maintenance/Parts	36,765	42,054	42,000	42,000	-
Fleet Maintenance/Labor	125,515	115,294	120,000	120,000	-
INTERNAL SERVICES	219,851	214,624	222,000	222,000	-
Postal Services	155	55	500	500	-
Telecommunications	18	647	-	-	-
Motor Vehicle Insurance	11,423	8,006	9,600	9,600	-
Office Equipment Rental	1,434	1,392	1,500	1,500	-
Mileage & Transportation	8	45	-	-	-
Travel & Training	653	452	-	-	-
Dues & Assoc Memberships	200	788	200	200	-
Miscellaneous Charges & Fees	51	-	-	-	-
Recycling Processing	52,010	38,439	50,000	50,000	-
Office Supplies	762	313	500	500	-
Food & Food Service	2,672	2,971	2,700	2,700	-
Medical & Laboratory	2,402	1,613	2,500	2,500	-
Laundry & Janitorial	919	1,763	1,000	1,000	-
Repairs & Maintenance	543	75	100	100	-
Vehicle & Equipment Fuels	43	31	-	-	-
Vehicle & Equipment	655	220	1,000	1,000	-
Uniforms & Apparel	22,669	16,749	25,000	25,000	-
Other Operating Supplies	11,903	17,041	10,000	400,000	390,000
OTHER CHARGES	108,520	90,600	104,600	494,600	390,000
Motor Vehicle & Equipment	-	-	-	80,000	80,000
CAPITAL	-	-	-	80,000	80,000
<b>TOTAL REFUSE</b>	<b>1,573,384</b>	<b>1,723,440</b>	<b>1,635,500</b>	<b>2,171,600</b>	<b>536,100</b>

## Public Works – Facilities Maintenance

The Facilities Maintenance Division is responsible for maintaining several City owned buildings and properties. These include, but are not limited to:

- City Hall
- Timbrook Public Safety Center, Timbrook Annex Facility, Timbrook House
- Joint Judicial Center (City and Frederick County)
- City Yards (Public Works, sign shop, bus garage and Transit)
- Loudoun Street Pedestrian Mall
- Stonewall Jackson's House
- Abrams Delight & Hollingsworth Mill
- George Washington's Office
- Creamery Building
- Public Works Admin Building
- War Memorial Building & Active Living Center
- Indoor & Outdoor Pools
- Concession stands, outdoor restroom facilities and playground equipment in Jim Barnett Park

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.

### **Goal:**

To help achieve the Strategic Plan goal 4 of improving City services and advancing the strategic plan goals by promoting a culture of transparency, efficiency, and innovation.

### **Expenditure Summary:**

<b>Expenditure by Classification</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Personnel Services	836,588	859,127	905,800	945,600	39,800
Contractual Services	347,491	331,918	324,500	364,500	40,000
Internal Services	10,676	13,074	12,000	12,000	-
Other Charges	945,248	1,001,917	1,099,500	1,099,500	-
Capital	78,553	-	-	60,000	60,000
<b>TOTAL EXPENDITURES</b>	<b>2,218,556</b>	<b>2,206,036</b>	<b>2,341,800</b>	<b>2,481,600</b>	<b>139,800</b>

## Public Works – Facilities Maintenance

### **Staffing Summary:**

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
JJC	3.0	3.0	3.0	3.0	0
Facilities Maintenance	16.0	16.0	16.0	16.0	0
<b>Total</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>	<b>0</b>

### **Expenditure Detail:**

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 PROPOSED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>Joint Judicial Center (JJC)</b>					
Regular	93,853	96,003	92,872	100,588	7,716
Overtime	540	257	500	500	-
FICA	6,889	7,027	6,869	7,330	461
VRS-Employer	8,457	8,439	8,349	10,290	1,941
Insurance Employer	1,233	1,228	1,216	1,348	132
VA Local Disability Plan	380	296	287	327	40
State Unemployment Tax	1,032	-	-	-	-
Worker's Compensation	1,157	1,147	1,109	1,540	431
Benefits Admin Fee	114	110	108	108	-
Employee Benefits	18,504	26,138	27,478	25,469	(2,009)
VRS Health Insurance Credit	107	112	112	100	(12)
PERSONNEL	132,266	140,757	138,900	147,600	8,700
Other Professional Services	2,077	1,233	-	-	-
Repairs & Maintenance	93,057	126,667	120,000	120,000	-
Refuse Service	-	-	-	-	-
CONTRACTUAL SERV	95,134	127,900	120,000	120,000	-
Electrical Services	95,581	131,135	135,000	135,000	-
Heating Services	26,761	22,722	35,000	35,000	-
Water & Sewer	28,235	26,876	34,000	34,000	-
Telecommunications	57,307	44,392	65,000	65,000	-
Property Insurance	8,441	9,141	10,900	10,900	-
General Liability Insurance	648	567	800	800	-
Office Supplies	1,531	22,967	2,500	2,500	-
Food & Food Service	455	365	500	500	-
Laundry & Janitorial	13,025	11,658	15,000	15,000	-
Repairs & Maintenance	10,918	10,191	15,000	15,000	-

## Public Works – Facilities Maintenance

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
<b>Joint Judicial Center (JJC)</b>					
Other Operating Supplies	686	8,460	1,000	1,000	-
Chemicals	-	-	-	-	-
OTHER CHARGES	243,588	288,474	314,700	314,700	-
<b>TOTAL JJC</b>	<b>470,988</b>	<b>557,131</b>	<b>573,600</b>	<b>582,300</b>	<b>8,700</b>
<b>Facilities Maintenance</b>					
Regular	501,851	504,554	537,564	562,826	25,262
Overtime	9,985	5,929	3,500	6,000	2,500
FICA	38,285	38,201	40,459	42,994	2,535
VRS-Employer	44,110	45,214	48,327	57,543	9,216
Insurance Employer	6,430	6,580	7,042	7,537	495
VA Local Disability Plan	2,066	1,624	1,791	1,922	131
Worker's Compensation	6,629	6,078	6,420	9,671	3,251
Benefits Admin Fee	502	507	547	547	-
Employee Benefits	93,875	109,084	120,605	108,397	(12,208)
VRS Health Insurance Credit	589	599	645	563	(82)
PERSONNEL	704,322	718,370	766,900	798,000	31,100
Other Professional Services	2,758	875	-	40,000	40,000
Repairs & Maintenance	244,495	201,925	200,000	200,000	-
Vehicle Repairs & Maintenance	2,470	18	3,000	3,000	-
Computer Services	1,122	-	-	-	-
Printing & Binding	175	-	-	-	-
Local Media	257	-	-	-	-
Refuse Service	1,080	1,200	1,500	1,500	-
CONTRACTUAL SERV	252,357	204,018	204,500	244,500	40,000
Fleet Maintenance/Fuel	4,933	3,615	5,500	5,500	-
Fleet Maintenance/Parts	1,314	2,908	1,500	1,500	-
Fleet Maintenance/Labor	4,429	6,551	5,000	5,000	-
INTERNAL SERVICES	10,676	13,074	12,000	12,000	-
Electrical Services	179,986	152,614	215,000	215,000	-
Heating Services	15,674	15,275	20,000	20,000	-
Water & Sewer	84,803	93,934	100,000	100,000	-
Postal Services	222	-	-	-	-
Telecommunications	47,702	49,145	65,000	65,000	-
Property Insurance	54,121	57,969	65,000	65,000	-
Motor Vehicle Insurance	2,570	2,896	3,400	3,400	-
Lease/Rent of Equipment	353	5,772	-	-	-
Building Rent	252,269	258,383	254,000	254,000	-

## Public Works – Facilities Maintenance

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
<b>Facilities Maintenance - continued</b>					
Travel & Training	10,978	1,571	2,000	2,000	-
Dues & Memberships	359	488	500	500	-
Miscellaneous Charges & Fees	987	31	100	100	-
Office Supplies	2,069	847	1,000	1,000	-
Food & Food Service	-	-	100	-	(100)
Landscaping/Agricultural	342	157	400	400	-
Laundry & Janitorial	20,559	21,938	25,000	25,000	-
Repairs & Maintenance	17,758	32,962	27,000	27,000	-
Vehicle & Equipment Fuel	47	112	500	300	(200)
Vehicle & Equipment Supplies	545	126	500	300	(200)
Uniforms & Apparel	2,993	2,785	3,000	3,000	-
Other Operating Supplies	5,899	15,526	1,800	1,800	-
Chemicals	1,424	912	500	1,000	500
OTHER CHARGES	701,660	713,443	784,800	784,800	-
Motor Vehicle & Equipment	78,553	-	-	-	-
Machinery & Equipment	-	-	-	60,000	60,000
CAPITAL	78,553	-	-	60,000	60,000
<b>Facilities Maintenance</b>	<b>1,747,568</b>	<b>1,648,905</b>	<b>1,768,200</b>	<b>1,899,300</b>	<b>131,100</b>
<b>TOTAL FACILITIES MAINT</b>	<b>2,218,556</b>	<b>2,206,036</b>	<b>2,341,800</b>	<b>2,481,600</b>	<b>139,800</b>



## Health & Welfare – Real Estate Tax Relief

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

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

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

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Real Estate Tax Relief	216,047	211,263	225,000	225,000	-
OTHER CHARGES	216,047	211,263	225,000	225,000	-
<b>TOTAL TAX RELIEF</b>	<b>216,047</b>	<b>211,263</b>	<b>225,000</b>	<b>225,000</b>	<b>-</b>

## Parks, Recreation & Cultural – Parks & Recreation

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

### ***Goals (Strategic Plan Goal 3):***

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

### ***Objectives:***

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- 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.

## Parks, Recreation & Cultural – Parks & Recreation

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

- Provide and enhance a strong team environment within the Parks and Recreation Department which extends to the partner groups.
- Develop a patron evaluation form relating to programming.
- 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.
- Provide financial aid opportunities in partnership with the Winchester Parks Foundation for City residents who may not be able to afford services.
- Review utilization of fields and areas that may be utilized for additional athletic and recreational purposes.

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

Indicators	2018 Actual	2019 Actual	2020 Actual	2021 Estimated	2022 Projected
<b>Output Measures</b>					
Number of seasonal Pavilion rentals	358	525	0	400	600
Number of rental hours for athletic fields, courts, and tracks 1	8,695	12,595	2,722	10,000	12,500
Number of staff hours spent on special events	1,500	1,500	0	1,500	1,500
Number of Community Recreation Program offerings 2	109	122	34	100	120
Number of Memberships 3	1,173	843	301	575	750
Number of Park Participants	100,000	100,000	75,000	100,000	100,000

\*FY 2020 decrease due to COVID-19

## Parks, Recreation & Cultural – Parks & Recreation

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

Indicators	2018 Actual	2019 Actual	2020 Actual	2021 Estimated	2022 Projected
<b>Outcome Measures</b>					
Winchester Parks & Recreation is open for 360 days per year, 14 hours per day average	Yes	Yes	Yes	Yes	Yes
Maintain an equipment maintenance and replacement program to reduce operational down times	Yes	Yes	Yes	Yes	Yes
Provide safe, comprehensive, quality recreation programs, facilities, and services	Yes	Yes	Yes	Yes	Yes
Offering new affordable Community Recreation programs	Yes	Yes	Yes	Yes	Yes
Expansion of Community Rec programs focusing on Teens and Seniors based on 2015 Needs Assessment	n/a	Yes	Yes	Yes	Yes
Maintain existing facilities to improve customer satisfaction and overall memberships	n/a	Yes	Yes	Yes	Yes

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

2Unsuccessful community programs were eliminated 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.

3Park Memberships include all Child Care Programs 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 2020.

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

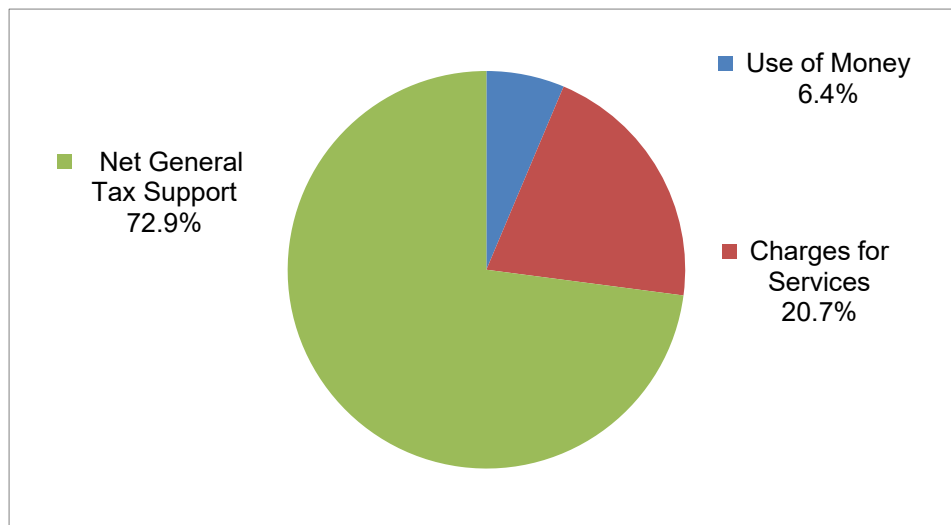
Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Supervision Division	4.0	4.0	4.0	4.0	0
Special Events	1.0	1.0	1.0	1.0	0
Maintenance Division	8.0	8.0	8.0	8.0	0
Community Recreation	1.0	1.0	1.0	1.0	0
Indoor Pool Division	2.0	2.0	2.0	2.0	0
War Memorial	2.0	2.0	2.0	2.0	0
Child Care Division	3.0	3.0	3.0	3.0	0
Athletics Division	2.0	2.0	2.0	2.0	0
<b>Total</b>	<b>23.0</b>	<b>23.0</b>	<b>23.0</b>	<b>23.0</b>	<b>0</b>

## Parks, Recreation & Cultural – Parks & Recreation

### **Revenue Sources:**

<b>Revenue Sources</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Use of Money/Property	179,418	239,981	182,000	182,000	-
Charges for Services	596,314	389,759	593,900	593,900	-
Recovered Costs	888	597	-	-	-
Federal Revenue	4,570	2,359	4,000	4,000	-
Subtotal Designated Revenue	781,190	632,696	779,900	779,900	-
<b>Net General Tax Support</b>	<b>1,896,087</b>	<b>1,858,472</b>	<b>2,089,900</b>	<b>2,010,900</b>	<b>(79,000)</b>

### **FY 2022 Revenue Sources**

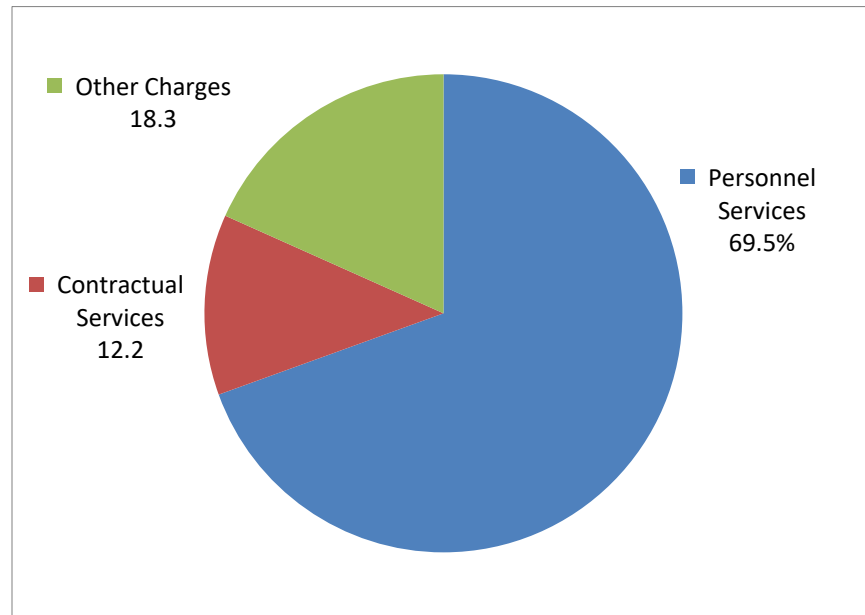


## Parks, Recreation & Cultural – Parks & Recreation

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

<b>Expenditure by Classification</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Personnel Services	1,718,890	1,647,345	1,937,500	1,939,100	1,600
Contractual Services	368,497	350,264	364,400	340,900	(23,500)
Internal Services	19,080	18,424	4,000	-	(4,000)
Other Charges	570,810	437,759	563,900	510,800	(53,100)
Capital	-	37,376	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>2,677,277</b>	<b>2,491,168</b>	<b>2,869,800</b>	<b>2,790,800</b>	<b>(79,000)</b>

### **FY 2022 Expenditures by Classifications**



<b>Expenditure by Division</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Parks Supervision	393,189	364,933	412,200	525,400	113,200
Special Events Trolley	86,316	95,063	91,150	80,000	(11,150)
Parks Maintenance	777,217	700,979	800,200	650,000	(150,200)
Community Recreation	81,718	51,054	105,150	83,500	(21,650)
Outdoor Swimming Pool	169,925	204,844	233,800	230,700	(3,100)
Indoor Swimming Pool	239,546	218,894	285,100	302,800	17,700
War Memorial & Additions	474,928	437,833	459,900	434,800	(25,100)
School Age Child Care	263,236	258,280	279,000	286,900	7,900
Athletic Programs	191,202	159,288	203,300	196,700	(6,600)
<b>TOTAL EXPENDITURES</b>	<b>2,677,277</b>	<b>2,491,168</b>	<b>2,869,800</b>	<b>2,790,800</b>	<b>(79,000)</b>

# Parks, Recreation & Cultural – Parks & Recreation

## ***Expenditure Detail:***

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
<b><i>SUPERVISION</i></b>					
Regular	235,229	234,225	256,693	264,321	7,628
Part-time	-	-		91,200	91,200
Overtime	1,339	851	500	500	-
FICA	18,835	18,021	19,032	27,323	8,291
VRS-Employer	21,694	20,650	23,077	27,040	3,963
Insurance-Employer	3,161	3,006	3,363	3,542	179
VA Local Disability Plan	593	536	497	598	101
Worker's Compensation	3,669	3,414	3,658	6,148	2,490
Benefits Admin Fee	147	127	144	144	-
Employee Benefits	23,130	20,680	28,128	26,119	(2,009)
VRS Health Insurance Credit	290	274	308	265	(43)
PERSONNEL	308,087	301,784	335,400	447,200	111,800
Other Professional Services	3,110	678	3,400	3,400	-
Repairs & Maintenance	-	-		500	500
Printing & Binding	29,226	25,270	26,000	26,000	-
Local Media	761	-	1,500	1,500	-
CONTRACTUAL SERV	33,097	25,948	30,900	31,400	500
Postal Services	7,921	6,859	7,900	7,900	-
Telecommunications	1,860	1,408	1,500	1,500	-
Equipment Rental		-	-	500	500
Office Equipment Rental	7,640	5,346	6,500	6,500	-
Mileage & Transportation	60	233	-	-	-
Travel & Training	2,491	881	-	-	-
Other Payments/Contributions	2,000	2,000	2,000	2,000	-
Dues & Memberships	1,513	1,328	1,400	1,400	-
Miscellaneous Charges & Fees	16,098	13,907	16,200	16,200	-
Office Supplies	6,723	3,247	4,800	4,800	-
Food & Food Service	286	84	400	400	-
Medical & Laboratory	-	-	-	200	200
Books & Subscriptions	521	245	500	700	200
Other Operating Supplies	4,491	1,537	4,700	4,700	-
Computer Hardware/Software	401	126	-	-	-
OTHER CHARGES	52,005	37,201	45,900	46,800	900
<b>TOTAL SUPERVISION</b>	<b>393,189</b>	<b>364,933</b>	<b>412,200</b>	<b>525,400</b>	<b>113,200</b>

# Parks, Recreation & Cultural – Parks & Recreation

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
<b><i>SPECIAL EVENTS</i></b>					
Regular	47,901	50,897	48,525	50,468	1,943
Overtime	743	217	-	-	-
Part-time	729	299	2,300	2,300	-
FICA	3,597	3,735	3,882	3,810	(72)
VRS-Employer	4,142	4,423	4,235	5,163	928
Insurance-Employer	604	642	617	676	59
Worker's Compensation	870	872	914	1,038	124
Benefits Admin Fee	34	37	36	36	-
Employee Benefits	9,748	11,752	12,334	11,459	(875)
VRS Health Insurance Credit	55	59	57	50	(7)
PERSONNEL	68,423	72,933	72,900	75,000	2,100
Other Professional Services	5,011	8,150	9,000	-	(9,000)
CONTRACTUAL SERV	5,011	8,150	9,000	-	(9,000)
Fleet Maintenance/Fuel	175	156	500	-	(500)
Fleet Maintenance/Parts	1,081	2,443	1,000	-	(1,000)
Fleet Maintenance/Labor	3,876	6,894	2,500	-	(2,500)
INTERNAL SERVICES	5,132	9,493	4,000	-	(4,000)
Postal Services	-	-	100	-	(100)
Training & Training	1,873	1,077	-	-	-
Dues & Assoc Memberships	-	-	200	-	(200)
Misc Charges & Fees	853	580	-	-	-
Food & Food Service	757	469	500	500	-
Books & Subscriptions	151	-	-	-	-
Other Operating Supplies	4,116	2,361	4,450	4,500	50
OTHER CHARGES	7,750	4,487	5,250	5,000	(250)
<b><i>TOTAL SPECIAL EVENTS</i></b>	<b><i>86,316</i></b>	<b><i>95,063</i></b>	<b><i>91,150</i></b>	<b><i>80,000</i></b>	<b><i>(11,150)</i></b>
<b><i>GROUNDS MAINTENANCE</i></b>					
Regular	290,836	262,573	270,485	266,765	(3,720)
Overtime	5,440	2,024	7,000	5,000	(2,000)
Part-time Non-Classified	41,811	32,513	65,000	50,000	(15,000)
FICA	25,718	22,433	26,858	20,451	(6,407)
VRS-Employer	25,699	23,033	24,316	27,290	2,974
Insurance-Employer	3,746	3,352	3,543	3,574	31
VA Local Disability Plan	714	542	491	1,408	917
Worker's Compensation	8,228	7,326	8,794	8,897	103
Flex Benefits - Admin Fee	289	253	288	252	(36)
Flex Benefits - Employee	56,415	61,907	62,100	62,396	296
VRS Health Insurance Credit	343	306	325	267	(58)
PERSONNEL	459,239	416,262	469,200	446,300	(22,900)



# Parks, Recreation & Cultural – Parks & Recreation

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
<b>Maintenance - continued</b>					
Repairs & Maintenance	78,702	67,676	80,000	75,000	(5,000)
Landscaping	23,611	5,820	10,000	10,000	-
Vehicle Repair & Maintenance	7,679	1,952	8,000	8,000	-
Printing & Binding	139	-	-	-	-
Sanitary Landfill Usage	2,046	4,374	4,500	4,500	-
Refuse Service	5,125	3,500	5,000	5,000	-
CONTRACTUAL SERV	117,302	83,322	107,500	102,500	(5,000)
 Fleet Maintenance/Fuel	16	-	-	-	-
Fleet Maintenance/Parts	5,030	1,658	-	-	-
Fleet Maintenance/Labor	8,902	7,273	-	-	-
INTERNAL SERVICES	13,948	8,931	-	-	-
 Electrical Services	82,736	65,213	85,000	-	(85,000)
Heating Services	3,325	2,801	5,000	-	(5,000)
Telecommunications	2,941	2,691	3,200	3,000	(200)
Property Insurance	13,547	15,136	17,200	17,200	-
Motor Vehicle Insurance	6,077	5,240	6,300	6,300	-
Equipment Rental	10,681	11,478	10,950	10,950	-
Travel & Training	-	155	-	-	-
Dues & Memberships	400	-	500	500	-
Food & Food Service	-	83	500	500	-
Landscaping/Agricultural	6,788	9,782	27,300	10,000	(17,300)
Medical & Laboratory	-	231	250	250	-
Laundry & Janitorial Services	7,711	10,319	7,000	7,000	-
Building Repair & Maintenance	7,785	7,880	18,800	5,000	(13,800)
Vehicle & Equipment Fuels	18,277	11,063	17,000	17,000	-
Vehicle & Equipment	5,014	2,855	10,000	9,000	(1,000)
Uniforms & Apparel	1,750	1,957	4,500	4,500	-
Other Operating Supplies	19,215	7,915	10,000	10,000	-
Chemicals	481	289	-	-	-
OTHER CHARGES	186,728	155,088	223,500	101,200	(122,300)
 Motor Vehicle & Equipment	-	37,376	-	-	-
CAPITAL	-	37,376	-	-	-
 <b>TOTAL MAINTENANCE</b>	<b>777,217</b>	<b>700,979</b>	<b>800,200</b>	<b>650,000</b>	<b>(150,200)</b>

# Parks, Recreation & Cultural – Parks & Recreation

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
<b><i>COMMUNITY REC PROGRAMS</i></b>					
Regular	33,783	21,227	43,576	35,499	(8,077)
Overtime	66	83	-	-	-
FICA	2,597	1,633	3,476	2,676	(800)
VRS-Employer	3,051	1,878	3,918	3,632	(286)
Insurance-Employer	445	274	571	475	(96)
VA Local Disability Plan	244	116	230	187	(43)
Worker's Compensation	21	13	69	53	(16)
Flex Benefits - Admin Fee	34	17	36	36	-
Flex Benefits - Employee	5,997	3,435	7,572	7,005	(567)
VRS Health Insurance Credit	41	25	52	37	(15)
PERSONNEL	46,279	28,701	59,500	49,600	(9,900)
Other Professional Services	280	200	-	-	-
Instructors	30,524	20,538	38,950	30,000	(8,950)
CONTRACTUAL SERV	30,804	20,738	38,950	30,000	(8,950)
Dues & Memberships	280	210	350	300	(50)
Miscellaneous Charges & Fees	95	75	-	-	-
Food & Food Service	63	65	200	200	-
Uniforms & Apparel	-	-	200	200	-
Other Operating Supplies	4,120	1,036	5,750	3,000	(2,750)
Arts & Craft Supplies		229		-	-
Awards, Plaques, Other	77	-	200	200	-
OTHER CHARGES	4,635	1,615	6,700	3,900	(2,800)
<b><i>TOTAL COMMUNITY RECREATION PROGRAMS</i></b>	<b>81,718</b>	<b>51,054</b>	<b>105,150</b>	<b>83,500</b>	<b>(21,650)</b>
<b><i>OUTDOOR SWIMMING POOL</i></b>					
Overtime	2,264	419	-	-	-
Part-time Non-classified	66,327	57,374	122,200	122,200	-
FICA	5,221	4,466	7,519	7,519	-
Worker's Compensation	1,126	976	1,981	1,981	-
PERSONNEL	74,938	63,235	131,700	131,700	-
Other Professional Services	400	-	-	-	-
Repairs & Maintenance	39,218	87,989	47,300	47,300	-
CONTRACTUAL SERV	39,618	87,989	47,300	47,300	-

# Parks, Recreation & Cultural – Parks & Recreation

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
<b><i>OUTDOOR POOL - continued</i></b>					
Electrical Service	15,580	13,697	13,000	13,000	-
Equipment Rental	18	-	-	-	-
Food & Food Service	536	317	-	-	-
Medical & Laboratory	264	160	50	100	50
Laundry & Janitorial	1,791	1,384	1,100	1,100	-
Repair & Maintenance	1,732	691	7,500	5,000	(2,500)
Uniforms & Apparel	2,905	1,223	2,500	2,500	-
Other Operating Supplies	15,856	8,158	12,650	10,000	(2,650)
Chemicals	16,687	27,990	18,000	20,000	2,000
OTHER CHARGES	55,369	53,620	54,800	51,700	(3,100)
<b>TOTAL OUTDOOR POOL</b>	<b>169,925</b>	<b>204,844</b>	<b>233,800</b>	<b>230,700</b>	<b>(3,100)</b>
<b><i>INDOOR SWIMMING POOL</i></b>					
Regular	33,070	47,301	71,718	74,586	2,868
Overtime	1,457	471	-	-	-
Part-time Non-classified	86,975	74,360	111,800	111,800	-
FICA	9,306	9,342	14,066	13,981	(85)
VRS-Employer	2,829	4,313	6,447	7,630	1,183
Insurance-Employer	413	629	939	999	60
VA Local Disability Plan	227	257	379	394	15
Worker's Compensation	2,129	2,072	2,993	3,952	959
Benefits Admin Fee	31	48	72	72	-
Employee Benefits	2,563	878	1,300	14,010	12,710
VRS Health Insurance Credit	38	57	86	76	(10)
PERSONNEL	139,038	139,728	209,800	227,500	17,700
Training/Education	4,624	3,547	3,600	3,600	-
Instructors	13,438	7,874	10,000	10,000	-
Repairs & Maintenance	50,000	43,405	40,000	40,000	-
CONTRACTUAL SERVICES	68,062	54,826	53,600	53,600	-
Lease of Equipment	3,231	-	-	-	-
Mileage & Transportation	64	445	-	-	-
Travel & Training	182	936	-	-	-
Dues & Memberships	119	-	200	200	-
Food & Food Service	45	173	200	200	-
Medical & Laboratory	162	-	200	200	-
Laundry & Janitorial	1,729	-	400	400	-
Building Repair & Maintenance	11,258	1,772	3,000	3,000	-

# Parks, Recreation & Cultural – Parks & Recreation

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
<b><i>Indoor Pool - continued</i></b>					
Uniforms & Apparel	1,646	1,282	1,800	1,800	-
Books & Subscriptions	2,431	2,046	-	-	-
Other Operating Supplies	4,697	6,503	8,400	8,400	-
Chemicals	6,882	11,183	7,500	7,500	-
OTHER CHARGES	32,446	24,340	21,700	21,700	-
<b>TOTAL INDOOR POOL</b>	<b>239,546</b>	<b>218,894</b>	<b>285,100</b>	<b>302,800</b>	<b>17,700</b>
<b><i>PARKS FACILITIES MAINTENANCE</i></b>					
Regular	58,294	61,287	60,630	94,029	33,399
Overtime	950	1,082	-	-	-
Part-time Classified	45,259	44,493	-	-	-
Part-time Non-classified	105,334	89,844	146,800	14,000	(132,800)
FICA	15,321	14,167	14,888	4,759	(10,129)
VRS-Employer	5,183	5,520	5,451	9,619	4,168
Insurance-Employer	755	802	794	1,260	466
State Unemployment Tax	-	-	-	-	-
Worker's Compensation	3,307	3,018	3,342	2,416	(926)
Benefits Admin Fee	141	142	144	108	(36)
Employee Benefits	21,425	23,709	24,578	21,015	(3,563)
VRS Health Insurance Credit	69	73	73	94	21
PERSONNEL	256,038	244,137	256,700	147,300	(109,400)
Instructors	600	-	-	-	-
Repairs & Maintenance	58,159	63,416	60,000	60,000	-
Printing & Binding	26	1,060	-	-	-
CONTRACTUAL SERVICES	58,785	64,476	60,000	60,000	-
Electrical Services	82,529	68,077	75,375	150,375	75,000
Heating Services	41,517	23,054	30,000	35,000	5,000
Telecommunications	8,310	9,281	6,250	6,325	75
General Liability Insurance	3,473	2,741	3,900	3,900	-
Equipment Rental	36	94	500	500	-
Travel & Training	445	569	-	-	-
Dues & Memberships	-	-	75	-	(75)
Office Supplies	28	-	-	-	-
Food & Food Service	819	613	200	200	-
Medical & Laboratory	18	174	200	200	-
Laundry & Janitorial Services	13,028	14,814	10,500	13,000	2,500
Building Repair & Maintenance	2,635	1,854	2,500	7,500	5,000

# Parks, Recreation & Cultural – Parks & Recreation

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
<b><i>Facilities Maint. - continued</i></b>					
Uniforms & Apparel	2,338	12	500	500	-
Books & Subscriptions	-	-	200	-	(200)
Other Operating Supplies	4,854	7,937	13,000	10,000	(3,000)
Merchandise for Resale	75	-	-	-	-
OTHER CHARGES	160,105	129,220	143,200	227,500	84,300
<b>TOTAL PARKS FACILITIES</b>	<b>474,928</b>	<b>437,833</b>	<b>459,900</b>	<b>434,800</b>	<b>(25,100)</b>
<b><i>SCHOOL AGE CHILD CARE</i></b>					
Regular	131,074	138,510	134,265	139,636	5,371
Overtime	1,070	1,421	-	-	-
Part-time Non-classified	55,553	52,460	69,000	69,000	-
FICA	14,259	14,548	15,327	15,765	438
VRS-Employer	11,726	12,236	12,070	14,284	2,214
Insurance-Employer	1,709	1,777	1,759	1,871	112
Worker's Compensation	3,217	3,236	3,416	4,336	920
Benefits Admin Fee	108	110	108	108	-
Employee Benefits	12,872	15,110	15,794	14,660	(1,134)
VRS Health Insurance Credit	157	162	161	140	(21)
PERSONNEL	231,745	239,570	251,900	259,800	7,900
Other Professional Services	292	-	500	500	-
CONTRACTUAL SERVICES	292	-	500	500	-
Mileage & Transportation	588	806	-	-	-
Travel & Training	5,446	2,350	-	-	-
Dues & Memberships	155	-	300	200	(100)
Parks & Rec Activities	5,483	1,806	4,500	4,500	-
Miscellaneous Charges & Fees	5	-	100	100	-
Food & Food Services	9,934	6,086	10,000	10,000	-
Medical & Laboratory	199	686	300	300	-
Laundry & Janitorial Services	168	1,268	500	800	300
Uniforms & Apparel	3,159	1,138	2,000	2,000	-
Other Operating Supplies	5,544	4,114	7,800	7,800	-
Merchandise for Resale	-	123	200	200	-
Arts & Crafts Supplies	518	288	800	600	(200)
Awards, Plaques, Other	-	45	100	100	-
OTHER CHARGES	31,199	18,710	26,600	26,600	-
<b>TOTAL CHILD CARE</b>	<b>263,236</b>	<b>258,280</b>	<b>279,000</b>	<b>286,900</b>	<b>7,900</b>

## Parks, Recreation & Cultural – Parks & Recreation

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>ATHLETIC PROGRAMS</b>					
Regular	84,401	88,816	88,150	91,676	3,526
Overtime	952	478	-	-	-
Part-time Non-classified	13,670	11,419	19,900	19,900	-
FICA	6,855	7,198	7,744	8,037	293
VRS-Employer	7,165	8,012	7,925	9,379	1,454
Insurance-Employer	1,045	1,165	1,155	1,228	73
VA Local Disability Plan	209	195	189	208	19
Worker's Compensation	1,729	1,712	1,842	2,305	463
Benefits Admin Fee	63	73	72	72	-
Employee Benefits	18,918	21,821	23,317	21,804	(1,513)
VRS Health Insurance Credit	96	106	106	91	(15)
PERSONNEL	135,103	140,995	150,400	154,700	4,300
Instructors	11,372	4,564	12,550	11,500	(1,050)
Printing & Binding	4,154	251	4,100	4,100	-
CONTRACTUAL SERVICES	15,526	4,815	16,650	15,600	(1,050)
Mileage & Transportation	2,644	1,121	-	-	-
Travel & Training	800	1,600	-	-	-
Dues & Memberships	200	-	215	200	(15)
Parks & Rec Activities	15,187	3,549	13,050	10,000	(3,050)
Food & Food Service	206	128	825	500	(325)
Medical & Laboratory	93	-	200	200	-
Uniforms & Apparel	6,874	3,467	9,000	5,000	(4,000)
Other Operating Supplies	11,975	2,058	9,960	7,500	(2,460)
Awards, Plaques, Other	2,594	1,555	3,000	3,000	-
OTHER CHARGES	40,573	13,478	36,250	26,400	(9,850)
<b>TOTAL ATHLETIC PROGRAMS</b>	<b>191,202</b>	<b>159,288</b>	<b>203,300</b>	<b>196,700</b>	<b>(6,600)</b>
<b>TOTAL PARKS &amp; RECREATION</b>	<b>2,677,277</b>	<b>2,491,168</b>	<b>2,869,800</b>	<b>2,790,800</b>	<b>(79,000)</b>

## Community Development - Planning

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

### **Goals (Strategic Plan Goal 2):**

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- To facilitate streamlined land development approval from the City of Winchester, while assuring the quality of the built environment.
- To 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.
- To 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.

### **Objectives:**

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- Update the Comprehensive Plan, last updated on a complete basis in 2011 and partially updated in 2014 and 2020.
- Assist with planning and implementation of the final segments of the Green Circle Trail and other efforts to improve walkability in the City.
- Continue improving information services, including an updated street addressing master list.

## Community Development - Planning

### Performance Measures:

Indicators	2018 Actual	2019 Actual	2020 Actual	2021 Estimated	2022 Projected
<b>Measures</b>					
Planning Commission meetings, work sessions, retreats	24	24	24	24	24
Site Plan reviews	57	52	48	50	51
Re-zonings, CUP's and text amendments	25	25	38	31	29
Corridor enhancement reviews	59	76	64	68	71

### Expenditure Summary:

Expenditure by Classification	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Personnel Services	248,970	260,777	245,200	277,300	32,100
Contractual Services	18,924	12,920	10,200	10,200	-
Internal Services	1,059	-	600	-	(600)
Other Charges	3,486	4,522	3,900	3,400	(500)
<b>TOTAL EXPENDITURES</b>	<b>272,439</b>	<b>278,219</b>	<b>259,900</b>	<b>290,900</b>	<b>31,000</b>

### Staffing Summary:

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Planning*	3.0	3.0	2.5	3.0	0.5
<b>Total</b>	<b>3.0</b>	<b>3.0</b>	<b>2.5</b>	<b>3.0</b>	<b>0.5</b>

\*1 position shared with Inspections; 1 position shared with Zoning added in FY22.



## Community Development - Planning

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Regular	186,721	193,640	179,535	202,981	23,446
Overtime	1,593	2,098	500	500	-
Part-time Non-Classified	2,136	4,410	9,000	-	(9,000)
FICA	14,127	15,265	13,221	13,935	714
VRS-Employer	16,824	17,601	16,140	20,765	4,625
Insurance Employer	2,452	2,561	2,352	2,720	368
VA Local Disability Plan	592	466	385	502	117
Worker's Compensation	120	121	119	156	37
Benefits Admin Fee	108	109	90	108	18
Employee Benefits	24,073	24,273	23,642	33,820	10,178
VRS Health Insurance Credit	224	233	216	1,813	1,597
PERSONNEL	248,970	260,777	245,200	277,300	32,100
Management Consulting	13,004	7,936	5,000	4,000	(1,000)
Printing & Binding	1,320	165	600	600	-
Local Media	4,600	4,819	4,600	5,600	1,000
CONTRACTUAL SERVICES	18,924	12,920	10,200	10,200	-
Copier Charges	1,059	-	600	-	(600)
INTERNAL SERVICES	1,059	-	600	-	(600)
Postal Services	373	116	900	300	(600)
Office Equipment Lease	-	807	-	600	600
Mileage & Transportation	599	596	-	-	-
Travel & Training	2,121	1,090	-	-	-
Dues & Memberships	-	1,239	1,200	1,200	-
Miscellaneous Charges & Fees	-	-	100	100	-
Office Supplies	222	181	800	300	(500)
Food & Food Supplies	134	-	400	400	-
Other Operating Supplies	37	493	500	500	-
OTHER CHARGES	3,486	4,522	3,900	3,400	(500)
<b>TOTAL PLANNING</b>	<b>272,439</b>	<b>278,219</b>	<b>259,900</b>	<b>290,900</b>	<b>31,000</b>

## 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.

### **Goal**

To develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons. **(Strategic Plan Goal 2)**

### **Objectives:**

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

### **Expenditure Detail:**

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Regular	6,742	22,212	16,250	17,739	1,489
FICA	504	1,638	1,244	1,319	75
VRS-Employer	608	2,007	1,461	1,815	354
Insurance Employer	89	291	213	238	25
VA Local Disability Plan	-	-		94	94
Worker's Compensation	4	13	10	18	8
Benefits Admin Fee	3	10	9	9	-
Employee Benefits	887	3,341	1,893	1,751	(142)
VRS Health Insurance Credit	8	27	20	17	(3)
PERSONNEL	8,845	29,539	21,100	23,000	1,900
Local Media	1,175	515	600	600	-
CONTRACTUAL SERVICES	1,175	515	600	600	-
<b>TOTAL REDEVELOPMENT</b>	<b>10,020</b>	<b>30,054</b>	<b>21,700</b>	<b>23,600</b>	<b>1,900</b>

## Community Development – Zoning Department

The Zoning Department is dedicated to administering the Zoning Ordinance and associated laws of the Commonwealth of Virginia and the City of Winchester, in a courteous, responsive, and professional manner, contributing to the overall sustainability, health, safety and well-being of the citizens. This includes working closely with City Council, the Board of Zoning Appeals, Planning Commission, and other appointed boards and commissions, the citizens of Winchester and the development community to enhance the quality of life of the City of Winchester.

### **Goals (Strategic Plan Goal 2):**

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- Provide a development environment which is transparent, consistent, fair, timely and equitable for all customers (residents, homeowners, contractors, design professionals, developers, etc.).
- Encourage development that provides a range of housing choices.
- Continue promoting redevelopment/development of previously identified catalyst sites as well as redevelopment sites and areas identified in the Strategic Plan.
- Implement a strategy to improve customer service levels resulting in faster and more streamlined permit approvals, answering of citizen inquires, and resolving zoning violations.

### **Objectives:**

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- 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	2018 Actual	2019 Actual	2020 Actual	2021 Estimated	2022 Projected
<b>Measures</b>					
Certificates of Occupancy (Business)	263	253	192	266	273
Certificates of Occupancy (Home-Based)	102	94	59	80	90
Zoning Violations	348	359	296	280	254
Zoning Ordinance Text Amendments	5	3	3	8	5
Historic District - Certificates of Appropriateness	146	142	117	130	135
Board of Zoning Appeals (Variances, Appeals)	5	7	3	3	3

### Expenditure Summary:

Expenditure by Classification	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Personnel Services	208,315	204,301	181,700	195,500	13,800
Contractual Services	1,566	8,558	3,000	2,000	(1,000)
Internal Services	3,254	1,632	3,700	2,400	(1,300)
Other Charges	4,940	8,202	5,600	5,500	(100)
Capital	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>218,075</b>	<b>222,693</b>	<b>194,000</b>	<b>205,400</b>	<b>11,400</b>

### Staffing Summary:

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Zoning*	2.5	2.5	2.0	2.5	0.5
<b>Total</b>	<b>2.5</b>	<b>2.5</b>	<b>2.0</b>	<b>2.5</b>	<b>0.5</b>

\*1 position shared with Planning added in FY22.

## Community Development – Zoning Department

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Regular	155,406	150,370	124,925	146,186	21,261
Overtime	48	1,891	200	200	-
Part-time	-	5,871	9,000	-	(9,000)
FICA	11,394	11,301	10,498	10,793	295
VRS-Employer	14,012	11,624	11,374	14,955	3,581
Insurance Employer	2,042	1,688	1,670	1,959	289
VA Local Disability Plan	119	292	402	495	93
Worker's Compensation	98	92	89	112	23
Benefits Admin Fee	90	82	72	90	18
Employee Benefits	24,919	20,936	23,317	18,952	(4,365)
VRS Health Insurance Credit	187	154	153	1,758	1,605
<b>PERSONNEL</b>	<b>208,315</b>	<b>204,301</b>	<b>181,700</b>	<b>195,500</b>	<b>13,800</b>
Vehicle Repairs & Maintenance	-	6,919	-	-	-
Printing & Binding	493	295	500	500	-
Local Media	1,073	1,344	2,500	1,500	(1,000)
<b>CONTRACTUAL SERVICES</b>	<b>1,566</b>	<b>8,558</b>	<b>3,000</b>	<b>2,000</b>	<b>(1,000)</b>
Fleet Maintenance/Fuel	453	339	800	800	-
Fleet Maintenance/Parts	12	249	600	600	-
Fleet Maintenance/Labor	421	1,044	1,000	1,000	-
Copier Charges	2,368	-	1,300	-	(1,300)
<b>INTERNAL SERVICES</b>	<b>3,254</b>	<b>1,632</b>	<b>3,700</b>	<b>2,400</b>	<b>(1,300)</b>
Postal Services	605	130	1,500	550	(950)
Telecommunications	-	1,614	-	1,300	1,300
Motor Vehicle Insurance	1,005	587	700	700	-
Mileage & Transportation	-	1,102	-	-	-
Travel & Training	1,026	2,737	-	-	-
Dues & Memberships	290	300	800	800	-
Court Filing Fees	24	-	50	50	-
Office Supplies	759	321	800	800	-
Food & Food Service	100	-	450	-	(450)
Vehicle & Equipment Fuels	42	-	50	50	-
Uniforms & Apparel	-	-	100	100	-
Books & Subscriptions	65	-	150	150	-
Other Operating Supplies	1,024	1,411	1,000	1,000	-
<b>OTHER CHARGES</b>	<b>4,940</b>	<b>8,202</b>	<b>5,600</b>	<b>5,500</b>	<b>(100)</b>
Motor Vehicle & Equipment	-	-	-	-	-
<b>CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL ZONING</b>	<b>218,075</b>	<b>222,693</b>	<b>194,000</b>	<b>205,400</b>	<b>11,400</b>

## Community Development – Development Services

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

### **Goals (Strategic Plan Goal 2):**

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

### **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 business incentive awards to small businesses in the City.

### **Performance Measures:**

Indicators	2018 Actual	2019 Actual	2020 Actual	2021 Estimated	2022 Projected
<b>Measures</b>					
Unemployment Rate	2.8%	2.5%	4.9%	3.1%	2.8%
Combined Commercial Vacancy Rate	4.4%	4.7%	3.5%	3.5%	3.5%
Number of Business Incentives Awarded	6	11	127*	7	10
Dollar Amount of Business Incentives Awarded or Leveraged	\$58,703	\$340,872.90	668,111.79*	\$100,000	\$200,000
Dollar Amount Capital Investment Leveraged	\$1,900.00	\$145,000	N/A	\$500,000	\$600,000

\* Includes CARES Act Funds

## Community Development – Development Services

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

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Development Services*	3.0	5.0	5.0	5.0	0
<b>Total</b>	<b>3.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>0</b>

\*1 Unfunded Position in FY22

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

Expenditure by Classification	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Personnel Services	307,610	422,510	351,000	362,800	11,800
Contractual Services	39,052	46,042	42,800	42,800	-
Internal Services	-	-	-	-	-
Other Charges	48,341	24,314	273,900	273,900	-
<b>TOTAL EXPENDITURES</b>	<b>395,003</b>	<b>492,866</b>	<b>667,700</b>	<b>679,500</b>	<b>11,800</b>

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

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b><i>Development Services</i></b>					
Regular	234,195	315,136	261,747	273,839	12,092
Overtime	152	353	100	100	-
FICA	17,239	23,342	17,827	19,344	1,517
VRS-Employer	21,103	28,170	23,531	27,969	4,438
Insurance Employer	3,076	4,105	3,426	3,664	238
VA Local Disability Plan	1,132	1,170	572	1,445	873
Worker's Compensation	148	189	117	208	91
Benefits Admin Fee	109	167	144	144	-
Employee Benefits	30,174	49,504	43,223	35,814	(7,409)
VRS Health Insurance Credit	282	374	313	273	(40)
<b>PERSONNEL</b>	<b>307,610</b>	<b>422,510</b>	<b>351,000</b>	<b>362,800</b>	<b>11,800</b>
Other Professional Services	38,958	46,042	42,500	42,500	-
Printing & Binding	94	-	200	200	-
Local Media	-	-	100	100	-
<b>CONTRACTUAL SERVICES</b>	<b>39,052</b>	<b>46,042</b>	<b>42,800</b>	<b>42,800</b>	<b>-</b>
Copier Charges	-	-	-	-	-
<b>INTERNAL SERVICES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Community Development – Development Services

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
<b><i>Development Services</i></b>					
Postal Services	400	756	400	400	-
Mileage & Transportation	1,923	716	1,500	1,500	-
Travel & Training	9,467	2,260	5,000	5,000	-
Business Development Grant	32,773	-	75,000	75,000	-
Other Payments/Contributions	-	17,500	188,000	188,000	-
Dues & Memberships	1,685	1,730	1,500	1,500	-
Miscellaneous Charges & Fees	-	73	100	100	-
Office Supplies	229	76	1,000	1,000	-
Food & Food Service	470	465	400	400	-
Other Operating Supplies	1,394	738	1,000	1,000	-
OTHER CHARGES	48,341	24,314	273,900	273,900	-
<b>TOTAL DEVELOPMENT</b>	<b>395,003</b>	<b>492,866</b>	<b>667,700</b>	<b>679,500</b>	<b>11,800</b>



## 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 (Strategic Plan Goal 3):***

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- Encourage appropriate mixed-use and in-fill development, higher density and walkability in order to maximize the use of properties in the district which will attract and retain a dynamic blend of businesses, create residential options, and draw consumers and visitors while encouraging historic preservation.
- Oversee the maintenance and development and overall physical appearance of the downtown.
- Promote opportunities for hosting special events, activities and retail promotions in Old Town that are appealing to professionals, residents and visitors.

### ***Objectives:***

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- 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	2018 Actual	2019 Actual	2020 Actual	2021 Estimated	2022 Projected
<b>Measures</b>					
Cumulative Private Investment in OTW (Since mid-80's)	\$138 Million	\$139 Million	\$141 Million	\$142 Million	\$145 Million
New businesses opened in OTW	21	20	11	15	20
New rehabilitation projects	60	73	75	78	82
City events	18	18	1	18	18
Social Media – Facebook Followers	19,905	21,835	25,330	29,000	35,000
People attending per event	100 – 5,000	100 – 5,000	100-5,000	100-5,000	100-5,000

### Revenue Sources:

Revenue Sources	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
General Property Taxes	165,751	165,751	166,000	166,000	2,000
Miscellaneous Revenue	149,640	149,640	149,000	149,000	9,000
Federal	4,500	4,500	4,500	4,500	-
Subtotal Designated Rev	<b>319,891</b>	<b>319,891</b>	<b>319,500</b>	<b>319,500</b>	<b>11,000</b>
<b>Net General Tax Support</b>	<b>164,836</b>	<b>(37,414)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(11,000)</b>

### Expenditure Summary:

Expenditure by Classification	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Personnel Services	171,570	-	-	-	-
Contractual Services	244,151	207,751	239,160	239,160	-
Internal Services	-	-	-	-	-
Other Charges	69,006	74,726	70,340	70,340	-
<b>TOTAL EXPENDITURES</b>	<b>484,727</b>	<b>282,477</b>	<b>309,500</b>	<b>309,500</b>	<b>-</b>

## Community Development – Old Town Winchester

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

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
OTW	2.0	0	0	0	0
<b>Total</b>	<b>2.0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Regular	127,369	-	-	-	-
Overtime	529	-	-	-	-
Part-time	104	-	-	-	-
FICA	8,774	-	-	-	-
VRS-Employer	10,680	-	-	-	-
Insurance-Employer	1,556	-	-	-	-
Worker's Compensation	90	-	-	-	-
Benefits Admin Fee	70	-	-	-	-
Employee Benefits	22,256	-	-	-	-
VRS Health Insurance Credit	142	-	-	-	-
PERSONNEL	171,570	-	-	-	-
Special Events Promotions	220,186	198,334	211,500	211,500	-
Other Professional Services	11,173	3,428	13,250	13,250	-
Printing & Binding	7,666	4,021	11,710	11,710	-
Local Media	5,126	1,968	2,700	2,700	-
CONTRACTUAL SERVICES	244,151	207,751	239,160	239,160	-
Copier Charges	-	-	-	-	-
INTERNAL CHARGES	-	-	-	-	-
Postal Services	425	159	455	455	-
Telecommunications	-	55	-	-	-
General Liability Insurance	567	283	600	600	-
Office Equipment Rental	-	-	-	-	-
Building Rental	400	1,346	-	600	-
Mileage & Transportation	1,114	1,530	600	1,600	-
Travel & Training	1,728	9,500	1,600	9,500	-
VA Commission for the Arts	9,500	8,500	9,500	-	-
Downtown Improv Repayment	50,000	50,000	50,000	50,000	-
Dues & Memberships	460	428	940	940	-

## Community Development – Old Town Winchester

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Miscellaneous Charges & Fees	940	428	1,750	940	-
Office Supplies	256	1,119	435	1,750	-
Food & Food Service	245	114	400	435	-
Books & Subscriptions	446	319	460	400	-
Other Operating Supplies	2,925	471	3,600	460	-
Awards, Plaques, Other	-	902	-	3,600	-
OTHER CHARGES	69,006	74,726	70,340	70,340	-
<b>TOTAL OTW</b>	<b>484,727</b>	<b>282,477</b>	<b>309,500</b>	<b>309,500</b>	<b>-</b>

## Community Development – GIS - Mapping

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

### Goals (*Strategic Plan Goal 4*):

- 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 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Personnel Services	79,398	87,632	87,000	94,500	7,500
Contractual Services	4,195	330	12,500	12,500	-
Other Charges	6,242	420	3,600	3,600	-
<b>TOTAL EXPENDITURES</b>	<b>89,835</b>	<b>88,382</b>	<b>103,100</b>	<b>110,600</b>	<b>7,500</b>

### Staffing Summary:

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
GIS	1.0	1.0	1.0	1.0	0
<b>Total</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>0</b>

## Community Development – GIS - Mapping

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Regular	60,725	66,380	66,950	69,633	2,683
FICA	4,578	5,008	5,171	4,825	(346)
VRS-Employer	5,013	5,971	6,020	7,124	1,104
Insurance Employer	731	871	787	933	146
VA Local Disability Plan	127	358	343	368	25
Worker's Compensation	38	40	41	53	12
Benefits Admin Fee	33	37	36	36	-
Employee Benefits	8,086	8,888	7,572	11,459	3,887
VRS Health Ins Credit	67	79	80	69	(11)
PERSONNEL	79,398	87,632	87,000	94,500	7,500
Other Professional Services	3,121	-	10,000	10,000	-
Computer Service Contracts	1,074	330	2,500	2,500	-
CONTRACTUAL SERV	4,195	330	12,500	12,500	-
Mileage & Transportation	81	-	-	-	-
Travel & Training	1,781	335	-	-	-
Dues & Memberships	50	-	100	100	-
Other Operating Supplies	4,330	85	3,500	3,500	-
OTHER CHARGES	6,242	420	3,600	3,600	-
<b>TOTAL GIS</b>	<b>89,835</b>	<b>88,382</b>	<b>103,100</b>	<b>110,600</b>	<b>7,500</b>

## Other

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Parking	179,940	186,310	189,306	189,273	(33)
CONTRACTUAL SERVICES	179,940	186,310	189,306	189,273	(33)
Historical Society	99,500	94,000	94,000	94,000	-
Grant Matching Funds	-	-	-	-	-
Emergency Contingency	-	-	-	-	-
OTHER CHARGES	99,500	94,000	94,000	94,000	-
<b>TOTAL OTHER</b>	<b>279,440</b>	<b>280,310</b>	<b>283,306</b>	<b>283,273</b>	<b>(33)</b>

## Regional Agencies

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

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
NWR Juvenile Detention Center	507,719	432,623	449,953	470,635	20,682
Substance Abuse Coalition	174,152	60,000	90,000	90,000	-
NWRDC Regional Jail	4,840,879	4,790,840	4,872,834	4,999,202	126,368
Lord Fairfax EMS Council	10,005	10,005	10,005	11,005	1,000
SPCA	150,000	150,000	240,000	280,000	40,000
Win-Fred Metro Planning Org	11,051	24,789	27,000	27,000	-
Winchester Health Department	321,279	338,199	355,160	349,802	(5,358)
NW Community Services	233,421	245,092	245,092	251,219	6,127
Lord Fairfax Community College	64,220	65,310	64,746	60,738	(4,008)
Handley Regional Library	419,020	419,020	419,020	428,041	9,021
Winchester Regional Airport	39,402	39,271	29,962	22,104	(7,858)
Regional Airport Capital	81,805	22,554	124,155	123,557	(598)
NSV Regional Commission	24,010	25,374	26,140	26,207	67
<b>TOTAL REGIONAL AGENCIES</b>	<b>6,876,963</b>	<b>6,623,077</b>	<b>6,954,067</b>	<b>7,139,510</b>	<b>185,443</b>



## Transfers/Debt Service

### ***Transfers:***

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Transit Fund	260,000	256,000	324,700	-	(324,700)
Social Services Fund	1,410,646	1,766,500	1,831,500	1,872,340	40,840
CSA City Contribution	1,582,247	1,512,932	1,345,100	1,514,700	169,600
Schools Operating Fund	29,063,623	30,839,102	30,339,102	31,039,102	700,000
Schools Operating Other	-	-	-	-	-
Schools Capital Improvement*	1,223,541	2,438,900	-	-	-
City CIP Fund	1,388,699	1,425,479	400,000	-	(400,000)
Win-Fred Co CVB Fund	150,500	150,500	150,500	150,500	-
Highway Maintenance Fund	765,000	742,689	-	-	-
<b>TOTAL TRANSFERS</b>	<b>35,844,256</b>	<b>39,132,102</b>	<b>34,390,902</b>	<b>34,576,642</b>	<b>185,740</b>

\*Carryforward of prior year surplus.

### ***Debt Service:***

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
City Principal	2,194,483	1,995,077	2,125,925	1,766,400	(359,525)
HUD 108 Loan Principal	100,000	300,000	200,000	200,000	-
City Interest	825,542	826,884	883,500	1,036,200	152,700
Bond Issuance Costs	-	12,090	-	-	-
Escrow Deposit	-	-	-	-	-
HUD 108 Loan Interest	207	17,724	2,600	2,600	-
Paying Agent Fees	750	750	3,600	1,500	(2,100)
Schools Principal	5,194,418	5,746,525	6,247,775	6,775,300	527,525
Schools Interest	2,442,629	2,311,008	2,493,400	1,840,900	(652,500)
<b>TOTAL DEBT SERVICE</b>	<b>10,758,029</b>	<b>11,210,058</b>	<b>11,956,800</b>	<b>11,622,900</b>	<b>(333,900)</b>

## Social Services Fund

The Winchester Department of Social Services is one of one hundred twenty local departments of social services in the Commonwealth. Public Social Services in the Commonwealth is a locally administered, state supervised program financed by federal, state and local funds. The Department is composed of sixty full-time employees and one part-time employee. 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.***

### ***Goals (Strategic Plan Goal 3):***

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- Collaborate with community groups, organizations and agencies to promote a system of care network for at risk children, youth and families.
- 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.
- Promote collaborative investigations and prosecutions through the Multidisciplinary Team and Child Advocacy Center (CAC) to ensure the protection and safety of children and that appropriate criminal convictions are upheld.
- 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.
- Promote a Kinship-First agency culture.
- Utilization of innovation and technology to create increased access to services and enhance customer service.

### **Objectives:**

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- 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.
- 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.
- Maintain a cadre of certified forensic interviewers among Child Protective Services (CPS) staff who will partner with Winchester Police Department (WPD) investigative staff for timely and accurate investigations of child abuse or neglect.
- Provide truancy prevention programming in collaboration with Winchester Public Schools, Winchester Police Department, Commonwealth's Attorney and Juvenile and Domestic Relations Court
- 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.
- 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.
- Increase staff training and development in the areas of substance abuse and treatment, mental health and child safety planning.

## Social Services Fund

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

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>Revenue by Classification</b>					
Recovered Costs	2,768	6	-	-	-
State Revenue	3,512,904	3,747,652	3,871,030	3,889,082	18,052
Federal Revenue	2,802,304	3,037,357	2,963,870	3,512,878	549,008
Non-Revenue Receipts	2,992,892	3,282,263	3,191,100	3,387,040	195,940
<b>TOTAL REVENUE</b>	<b>9,310,868</b>	<b>10,067,278</b>	<b>10,026,000</b>	<b>10,789,000</b>	<b>763,000</b>
<b>Expenditure by Class</b>					
Personnel Services	3,361,891	3,574,808	3,851,650	4,201,000	349,350
Contractual Services	262,805	344,806	277,000	283,800	6,800
Internal Services	2,449	101,824	101,200	101,200	-
Other Charges	5,670,965	6,023,393	5,771,150	6,178,000	406,850
Capital	24,013	24,818	25,000	25,000	-
<b>TOTAL EXPENDITURES</b>	<b>9,322,123</b>	<b>10,069,649</b>	<b>10,026,000</b>	<b>10,789,000</b>	<b>763,000</b>

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

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Welfare Admin	51.0	51.0	51.0	58.0	7.0
Housing Choice	2.0	2.0	2.0	2.0	0
<b>Total</b>	<b>53.0</b>	<b>53.0</b>	<b>53.0</b>	<b>60.0</b>	<b>7.0</b>

## Social Services Fund

### **Revenue Detail:**

<b>REVENUE</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Local	2,768	6	-	-	-
RECOVERED COSTS	2,768	6	-	-	-
Public Assistance & Admin	1,268,417	1,375,343	1,776,630	1,611,282	(165,348)
Children Services Act	1,657,154	1,631,504	1,623,900	1,785,300	161,400
Administration Funds	12,039	13,786	9,000	13,000	4,000
CSA Support Enforcement	41,250	45,451	22,000	40,000	18,000
Section 8 VHDA Admin Fees	136,404	126,266	120,000	120,000	-
CSA EI840 Grant	397,640	555,302	319,500	319,500	-
STATE REVENUE	3,512,904	3,747,652	3,871,030	3,889,082	18,052
Public Assistance & Admin	2,634,179	2,859,603	2,778,370	3,327,378	549,008
Early Intervention	168,125	177,754	185,500	185,500	-
FEDERAL REVENUE	2,802,304	3,037,357	2,963,870	3,512,878	549,008
Insurance Recoveries		2,831		-	
General Fund	2,992,892	3,279,432	3,176,600	3,387,040	210,440
Assigned HCVP	-	-	14,500	-	(14,500)
NON-REVENUE RECEIPTS	2,992,892	3,282,263	3,191,100	3,387,040	195,940
<b>TOTAL SOCIAL SVCS REVENUE</b>	<b>9,310,868</b>	<b>10,067,278</b>	<b>10,026,000</b>	<b>10,789,000</b>	<b>763,000</b>

# Social Services Fund

## ***Expenditure Detail:***

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
<b><i>WELFARE ADMINISTRATION</i></b>					
Regular	2,283,301	2,427,281	2,552,230	2,850,975	298,745
Overtime	46,281	36,496	58,000	58,000	-
Part-time Non-Classified	62,387	45,166	63,500	20,900	(42,600)
FICA	174,299	183,946	195,686	222,951	27,265
VRS-Employer	199,477	215,482	226,744	291,654	64,910
Retirees	51,807	28,093	41,244	34,477	(6,767)
Insurance-Employer	29,072	31,428	33,040	38,205	5,165
VA Local Disability Plan	8,467	7,634	8,141	10,434	2,293
State Unemployment Tax (SUTA)	2,715	-	-	-	-
Worker's Compensation	9,393	9,599	9,887	12,623	2,736
Benefits Admin Fee	1,674	1,747	1,830	2,082	252
Employee Benefits	364,122	445,041	521,548	514,099	(7,449)
PERSONNEL	3,232,995	3,431,913	3,711,850	4,056,400	344,550
Legal Services	162,092	160,855	140,000	140,000	-
Other Professional Services	21,232	16,274	30,000	30,000	-
Repairs & Maintenance	4,829	76,948	18,000	18,000	-
Vehicle Repair & Maintenance	6,312	15,559	6,000	6,000	-
Computer Services	710	1,325	1,500	1,500	-
Printing & Binding	1,860	1,237	1,500	1,500	-
Contracted Parking	39,350	40,210	40,800	42,600	1,800
CONTRACTUAL SERV	236,385	312,408	237,800	239,600	1,800
Fleet Fuel	21	-	1,700	1,700	-
Fleet Parts	325	1,636	1,500	1,500	-
Fleet Labor	2,103	4,017	3,000	3,000	-
Cost Allocation Charges	-	96,171	95,000	95,000	-
INTERNAL SERVICES	2,449	101,824	101,200	101,200	-
Postal Services	7,135	13,016	12,000	12,000	-
Telecommunications	27,277	32,677	32,000	36,000	4,000
Motor Vehicle Insurance	4,149	3,862	5,000	5,000	-
General Liability Insurance	12,011	10,024	13,000	13,000	-

# Social Services Fund

## ***Expenditure Detail:***

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b><i>WELFARE ADMINISTRATION - continued</i></b>					
Office Equipment Rental	5,594	5,269	6,200	6,200	-
Buildings	258,810	263,922	264,000	270,000	6,000
Mileage	551	1,238	2,000	2,000	-
Travel & Training	14,586	13,361	17,000	17,000	-
Dues & Memberships	950	820	1,000	1,000	-
Misc. Charges & Fees	204	289	500	500	-
Background Checks	-	-	500	500	-
Office Supplies	18,554	25,516	24,000	20,000	(4,000)
Food & Food Service	2,411	2,742	3,450	3,450	-
Laundry & Janitorial	661	1,338	500	500	-
Vehicle & Equipment Fuels	11,166	7,527	10,000	10,000	-
Books & Subscriptions	125	598	500	500	-
Other Operating Supplies	17,981	17,598	18,600	18,600	-
Computer Supplies	6,018	1,133	6,000	6,000	-
OTHER CHARGES	388,183	400,930	416,250	422,250	6,000
Motor Vehicle & Equipment	24,013	24,818	25,000	25,000	-
CAPITAL	24,013	24,818	25,000	25,000	-
<b>TOTAL WELFARE ADMIN</b>	<b>3,884,025</b>	<b>4,271,893</b>	<b>4,492,100</b>	<b>4,844,450</b>	<b>352,350</b>
<b><i>PUBLIC ASSISTANCE</i></b>					
Shared Personnel Cost	24,632	29,000	35,000	40,000	5,000
CONTRACTUAL SERV	24,632	29,000	35,000	40,000	5,000
Child Care Quality Initiative	2,000	2,291	2,500	2,500	-
General Relief	8,431	8,100	20,000	15,000	(5,000)
AUX Grants - Aged	26,979	40,524	60,000	60,000	-
AUX Grants - Disabled	85,402	77,546	110,000	110,000	-
Local Only Misc. Checks	2,430	5,895	3,000	3,000	-
AFDC - Foster Care	386,698	483,573	500,000	500,000	-
Emergency Assistance	-	-	1,000	1,000	-
Refugee Resettlement	-	-	5,000	5,000	-
Fostering Futures	3,697	9,908	16,800	16,800	-
Special Needs Adoption Maint	162,642	109,424	300,000	100,000	(200,000)

# Social Services Fund

## ***Expenditure Detail:***

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022
EXPENDITURES	ACTUAL	ACTUAL	ORIGINAL BUDGET	ADOPTED BUDGET	BUDGET Inc/(Dec)
<b><i>PUBLIC ASSISTANCE - continued</i></b>					
Adoption Subsidy F/S/L	627,757	824,526	650,000	950,000	300,000
Family Preservation	5,612	9,826	10,000	10,000	-
Independent Living Skills	843	3,827	9,000	9,000	-
Adult Protective Services	2,081	4,738	6,000	6,000	-
Safe & Stable Families	30,479	53,548	53,000	53,000	-
Substance Abuse Services	8,875	5,835	16,000	16,000	-
VIEW - Supportive Service	41,583	19,963	52,000	52,000	-
Home-Based Companion	2,524	3,142	2,000	6,000	4,000
VIEW Transportation	8,394	4,217	10,000	10,000	-
Respite Care	950	2,500	3,500	4,000	500
OTHER CHARGES	1,407,377	1,669,383	1,829,800	1,929,300	99,500
<b><i>TOTAL PUBLIC ASSISTANCE</i></b>	<b><i>1,432,009</i></b>	<b><i>1,698,383</i></b>	<b><i>1,864,800</i></b>	<b><i>1,969,300</i></b>	<b><i>104,500</i></b>
<b><i>HOUSING ASSISTANCE ADMIN</i></b>					
Regular	93,681	101,982	97,101	102,229	5,128
Overtime	16	1	-	-	-
FICA	7,034	7,607	7,605	7,764	159
VRS-Employer	8,428	9,205	8,729	10,458	1,729
Retirees	1,587	1,581	2,100	2,110	10
Insurance-Employer	1,228	1,337	1,335	1,370	35
VA Local Disability Plan	13	35	38	40	2
Worker's Compensation	79	98	101	127	26
Benefits Admin Fee	75	79	78	78	-
Employee Benefits	16,755	20,970	22,713	20,424	(2,289)
PERSONNEL	128,896	142,895	139,800	144,600	4,800
Repairs & Maintenance	461	1,265	2,800	2,800	-
Printing & Binding	127	33	200	200	-
Local Media		900		-	-
Contracted Parking	1,200	1,200	1,200	1,200	-
CONTRACTUAL SERV	1,788	3,398	4,200	4,200	-



## Social Services Fund

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
<b><i>HOUSING ASSISTANCE - continued</i></b>					
Postal Services	2,588	1,841	3,000	3,000	-
Telecommunications	1,303	1,336	2,000	3,250	1,250
Office Equipment Rental	2,018	1,999	2,500	2,500	-
Buildings	9,068	9,151	9,350	9,450	100
Travel & Training	44	-	500	500	-
Office Supplies	888	537	1,400	1,400	-
Food & Food Services	362	228	200	200	-
Vehicle & Equipment Fuel	22	-	-	-	-
Books & Subscriptions	125	137	150	150	-
Other Operating Supplies	532	1,123	1,000	1,000	-
OTHER CHARGES	16,950	16,352	20,100	21,450	1,350
<b><i>TOTAL HOUSING ASSISTANCE</i></b>	<b><i>147,634</i></b>	<b><i>162,645</i></b>	<b><i>164,100</i></b>	<b><i>170,250</i></b>	<b><i>6,150</i></b>
<b><i>SPECIAL ASSISTANCE</i></b>					
CSA	3,292,690	3,203,672	3,000,000	3,300,000	300,000
Other Purchased Services	565,765	733,056	505,000	505,000	-
OTHER CHARGES	3,858,455	3,936,728	3,505,000	3,805,000	300,000
<b><i>TOTAL SPECIAL ASSISTANCE</i></b>	<b><i>3,858,455</i></b>	<b><i>3,936,728</i></b>	<b><i>3,505,000</i></b>	<b><i>3,805,000</i></b>	<b><i>300,000</i></b>
<b>TOTAL SOCIAL SERVICES FUND</b>	<b>9,322,123</b>	<b>10,069,649</b>	<b>10,026,000</b>	<b>10,789,000</b>	<b>763,000</b>

## Highway Maintenance Fund

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

- Maintenance of approximately 223 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 the funding for the maintenance of the City's streets in FY 2022 (\$3.4 million) is received from the state based on the total number of lane miles of streets maintained.

In FY 2022, the General Fund plans to issue \$5 million in general obligation bonds that will be dedicated to sidewalk replacements (\$3 million) and street paving (\$2 million) throughout the City.

### ***Strategic Plan Goal 3:***

To 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

### ***Performance Indicators:***

Indicators	2018 Actual	2019 Actual	2020 Actual	2021 Estimated	2022 Projected
<b>Measures</b>					
Lane Miles of Streets Paved	10.04	9.59	10.23	0.8	15
Linear Feet of Sidewalks Replaced	1,000	17,308	22,389	7,500	10,000

# Highway Maintenance Fund

## Revenue and Expenditure Summary:

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>Revenue by Classification</b>					
Use of Money	6,628	6,600	6,600	-	(6,600)
Miscellaneous Revenue	1,700	16,646	-	-	-
Recovered Costs	450	3,103	-	-	-
State Revenue	3,644,351	3,851,481	3,378,400	3,441,000	62,600
Federal Revenue	3,000	-	4,000	4,000	-
Non-Revenue Receipts	769,790	753,827	-	-	-
<b>TOTAL REVENUE</b>	<b>4,425,919</b>	<b>4,631,657</b>	<b>3,389,000</b>	<b>3,445,000</b>	<b>56,000</b>
<b>Expenditure by Classification</b>					
Personnel Services	1,567,559	1,553,821	1,653,200	1,709,200	56,000
Contractual Services	1,280,066	1,273,968	382,500	382,500	-
Internal Services	468,041	344,142	343,600	343,600	-
Other Charges	1,005,634	885,267	1,009,700	1,009,700	-
Capital	338,197	298,085	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>4,659,497</b>	<b>4,355,283</b>	<b>3,389,000</b>	<b>3,445,000</b>	<b>56,000</b>

## Staffing Summary:

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Admin Division	3.0	3.0	3.0	4.0	1.0
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	6.0	6.0	6.0	6.0	0
Trees Division	2.0	2.0	2.0	2.0	0
<b>Total</b>	<b>25.0</b>	<b>25.0</b>	<b>25.0</b>	<b>26.0</b>	<b>1.0</b>

# Highway Maintenance Fund

## Revenue Detail:

REVENUE	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Interest Earnings	28	-	-	-	-
General Property Rental	6,600	6,600	6,600	-	(6,600)
USE OF MONEY	6,628	6,600	6,600	-	(6,600)
Sale of Surplus Property	1,700	16,646	-	-	-
MISCELLANEOUS	1,700	16,646	-	-	-
Public Works	450	3,103	-	-	-
RECOVERED COSTS	450	3,103	-	-	-
Street & Highway Maintenance	3,265,819	3,340,043	3,378,400	3,441,000	62,600
Revenue Sharing Grant	378,532	511,438	-	-	-
STATE REVENUE	3,644,351	3,851,481	3,378,400	3,441,000	62,600
Department of Forestry	3,000	-	4,000	4,000	-
FEDERAL REVENUE	3,000	-	4,000	4,000	-
Insurance Recoveries	4,790	11,138	-	-	-
General Fund	765,000	742,689	-	-	-
NON-REVENUE RECEIPTS	769,790	753,827	-	-	-
<b>TOTAL HIGHWAY MAINT FUND</b>	<b>4,425,919</b>	<b>4,631,657</b>	<b>3,389,000</b>	<b>3,445,000</b>	<b>56,000</b>

# Highway Maintenance Fund

## Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>ADMINISTRATION</b>					
Regular	152,498	165,469	163,993	190,508	26,515
Overtime	7,588	6,255	8,000	6,400	(1,600)
FICA	11,577	12,405	11,791	14,155	2,364
VRS-Employer	13,575	14,930	14,758	19,489	4,731
Retirees	19,839	14,229	18,763	18,988	225
Insurance-Employer	1,978	2,168	2,150	2,553	403
VA Local Disability Plan	215	214	209	349	140
Worker's Compensation	99	102	99	418	319
Tuition Assistance	-	2,889	-	-	-
Benefits Admin Fee	103	106	104	122	18
Employee Benefits	27,858	34,971	37,436	38,624	1,188
VRS Health Insurance Credit	181	198	197	194	(3)
PERSONNEL	235,511	253,936	257,500	291,800	34,300
Training & Education	71	3,487	-	-	-
Repairs & Maintenance	5,183	3,931	5,500	5,500	-
Vehicle Repairs & Maintenance	42	48	100	100	-
Computer Services	3,780	4,380	4,400	4,400	-
Printing & Binding	63	88	300	300	-
CONTRACTUAL SERV	9,139	11,934	10,300	10,300	-
Fleet Fuel	223	146	200	200	-
Fleet Parts	31	47	300	300	-
Fleet Labor	127	615	800	800	-
INTERNAL SERVICES	381	808	1,300	1,300	-
Postal Services	4	-	200	200	-
Telecommunications	181	549	1,000	1,000	-
Property Insurance	1,760	2,956	3,500	3,500	-
Motor Vehicle Insurance	1,635	2,223	2,600	2,600	-
Office Equipment Rental	1,444	1,392	1,500	1,500	-
Mileage	-	-	600	600	-
Travel & Training	574	2,495	2,000	2,000	-
Dues & Memberships	-	1,212	-	-	-

# Highway Maintenance Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>ADMINISTRATION - continued</b>					
Office Supplies	1,188	617	2,800	2,800	-
Food & Food Service	473	229	1,000	1,000	-
Laundry & Janitorial	615	712	200	200	-
Building Repair & Maintenance	31	-	200	200	-
Uniforms & Apparel	291	233	200	200	-
Books & Subscriptions	200	137	200	200	-
Other Operating Supplies	1,448	969	1,000	1,000	-
Computer Supplies	604	248	600	600	-
OTHER CHARGES	10,448	13,972	17,600	17,600	-
<b>TOTAL ADMINISTRATION</b>	<b>255,479</b>	<b>280,650</b>	<b>286,700</b>	<b>321,000</b>	<b>34,300</b>
<b>STREETS</b>					
Regular	490,495	470,875	459,750	478,058	18,308
Overtime	71,793	46,850	65,000	65,000	-
Part-time	10,338	6,999	15,000	15,000	-
FICA	41,681	37,524	39,575	40,984	1,409
VRS-Employer	43,108	41,765	41,331	47,758	6,427
Retirees	12,192	14,280	15,144	14,010	(1,134)
Insurance-Employer	6,284	6,075	6,023	6,268	245
VA Local Disability Plan	953	1,017	1,212	1,309	97
Worker's Compensation	22,034	19,489	18,028	22,066	4,038
Tuition Assistance	851	964	-	-	-
Benefits Admin Fee	491	485	474	474	-
Employee Benefits	123,349	148,306	151,011	136,802	(14,209)
VRS Health Insurance Credit	575	554	552	571	19
PERSONNEL	824,144	795,183	813,100	828,300	15,200
Engineering & Architect	20,641	-	-	-	-
Training & Education	190	-	-	-	-
Repairs & Maintenance	56,801	31,211	60,000	60,000	-
Vehicle Repair & Maintenance	2,559	-	2,000	2,000	-

# Highway Maintenance Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>STREETS - continued</b>					
R & M Sidewalk Repair	97,841	-	3,000	3,000	-
R & M Resurfacing/Planing	757,064	956,042	-	-	-
Printing & Binding	56	118	400	400	-
Laundry & Dry Cleaning	12,501	13,599	12,500	12,500	-
Refuse Service	-	-	800	800	-
CONTRACTUAL SERV	947,653	1,000,970	78,700	78,700	-
Fleet Fuel	49,614	35,837	45,000	45,000	-
Fleet Parts	140,639	95,806	80,000	80,000	-
Fleet Labor	189,067	151,962	150,000	150,000	-
INTERNAL SERVICES	379,320	283,605	275,000	275,000	-
Electrical Services	8,855	8,443	8,000	8,000	-
Heating Services	6,659	4,759	6,500	6,500	-
Telecommunications	719	7,795	14,000	14,000	-
Motor Vehicle Insurance	11,974	8,061	9,700	9,700	-
Equipment Rental	20,513	5,157	5,000	5,000	-
Office Equipment Rental	1,434	1,392	1,200	1,200	-
Mileage & Transportation	1,892	855	-	-	-
Travel & Training	3,306	1,608	2,000	2,000	-
Dues & Membership Fees	-	425	-	-	-
Miscellaneous Charges & Fees	34	10	-	-	-
Office Supplies	779	332	500	500	-
Food & Food Service	3,126	1,908	3,000	3,000	-
Landscaping/Agricultural	9,437	7,847	10,000	10,000	-
Medical & Laboratory	652	317	-	-	-
Laundry & Janitorial	773	722	1,500	1,500	-
Building Repair & Maintenance	6,946	218	5,000	5,000	-
Vehicle & Equipment Fuels	45	-	300	300	-
Vehicle & Equipment Supplies	9,475	7,271	10,000	10,000	-
Uniforms & Apparel	5,517	7,244	10,000	10,000	-
Books & Subscriptions	216	148	-	-	-
Other Operating Supplies	298	566	1,500	1,500	-
Streets & Sidewalks	53,416	10,250	45,000	45,000	-
OTHER CHARGES	146,066	75,328	133,200	133,200	-

# Highway Maintenance Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>STREETS - continued</b>					
Motor Vehicle & Equipment	145,536	298,085	-	-	-
CAPITAL	145,536	298,085	-	-	-
<b>TOTAL STREETS</b>	<b>2,442,719</b>	<b>2,453,171</b>	<b>1,300,000</b>	<b>1,315,200</b>	<b>15,200</b>
<b>STORM DRAINAGE</b>					
Repairs & Maintenance	3,798	18,980	20,000	20,000	-
CONTRACTUAL SERVICES	3,798	18,980	20,000	20,000	-
Building Repair & Maintenance	38	1,843	4,000	4,000	-
Streets & Sidewalks	1,020	-	1,000	1,000	-
OTHER CHARGES	1,058	1,843	5,000	5,000	-
<b>TOTAL STORM DRAINAGE</b>	<b>4,856</b>	<b>20,823</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>
<b>STREET LIGHTS</b>					
Electrical Services	462,436	478,523	500,000	500,000	-
OTHER CHARGES	462,436	478,523	500,000	500,000	-
<b>TOTAL STREET LIGHTS</b>	<b>462,436</b>	<b>478,523</b>	<b>500,000</b>	<b>500,000</b>	<b>-</b>
<b>SNOW &amp; ICE REMOVAL</b>					
Regular	42,804	8,604	45,000	32,453	(12,547)
Overtime	666	-	5,000	2,000	(3,000)
FICA	3,215	630	3,413	2,538	(875)
VRS-Employer	3,417	800	2,797	3,279	482
Insurance-Employer	505	117	508	430	(78)
VA Local Disability Plan	151	30	200	200	-
Worker's Compensation	1,188	249	1,201	1,532	331
Benefits Admin Fee	29	5	36	36	-
VRS Health Insurance Credit	43	10	45	32	(13)
PERSONNEL	52,018	10,445	58,200	42,500	(15,700)



# Highway Maintenance Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>SNOW &amp; ICE - continued</b>					
Repairs & Maintenance	86,102	9,627	25,000	25,000	-
CONTRACTUAL SERVICES	86,102	9,627	25,000	25,000	-
Fleet Fuel	2	-	100	100	-
Fleet Parts	23,426	12,304	25,000	25,000	-
Fleet Labor	31,980	14,891	8,700	8,700	-
INTERNAL SERVICES	55,408	27,195	33,800	33,800	-
Electrical Services	956	2,083	1,800	1,800	-
Mileage & Transportation	13	-	-	-	-
Training & Education	2,038	76	-	-	-
Office Supplies	75	-	-	-	-
Food & Food Service	5,245	2,421	3,500	3,500	-
Laundry & Janitorial	6	-	-	-	-
Building Repair & Maintenance	1,217	-	1,500	1,500	-
Vehicle & Equipment Supplies	1,231	7,912	5,000	5,000	-
Other Operating Supplies	1,191	-	-	-	-
Streets & Sidewalks	711	-	-	-	-
Chemicals	107,941	43,263	100,000	100,000	-
OTHER CHARGES	137,624	55,755	111,800	111,800	-
<b>TOTAL SNOW &amp; ICE</b>	<b>331,152</b>	<b>103,022</b>	<b>228,800</b>	<b>213,100</b>	<b>(15,700)</b>
<b>TRAFFIC SIGNALS</b>					
Regular	215,484	239,133	251,742	261,446	9,704
Overtime	33,905	22,010	28,000	28,000	-
FICA	18,740	19,509	20,883	21,439	556
VRS-Employer	19,485	21,806	22,632	26,746	4,114
Insurance-Employer	2,841	3,187	3,298	3,503	205
VA Local Disability Plan	534	490	529	581	52
Worker's Compensation	9,658	9,845	9,622	12,209	2,587
Benefits Admin Fee	188	208	216	216	-
Employee Benefits	40,382	53,449	58,674	64,299	5,625
VRS Health Insurance Credit	260	290	304	261	(43)
PERSONNEL	341,477	369,927	395,900	418,700	22,800

# Highway Maintenance Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>TRAFFIC SIGNALS - continued</b>					
Fleet Fuel	5,762	4,635	5,000	5,000	-
Fleet Parts	3,203	5,405	8,000	8,000	-
Fleet Labor	14,731	13,753	10,000	10,000	-
INTERNAL SERVICES	23,696	23,793	23,000	23,000	-
Electrical Services	58,227	60,383	66,000	66,000	-
Heating Services	1,766	1,236	1,500	1,500	-
Postal Services	388	490	400	400	-
Telecommunications	16,063	20,703	15,000	15,000	-
Motor Vehicle Insurance	2,678	3,236	3,900	3,900	-
Equipment Rental	-	2,869	2,000	2,000	-
Mileage & Transportation	149	-	-	-	-
Travel, Training & Education	6,199	1,387	4,000	4,000	-
Dues & Memberships	625	1,090	700	700	-
Miscellaneous Charges & Fees	5	-	-	-	-
Office Supplies	2,503	115	1,000	1,000	-
Food & Food Service	324	334	300	300	-
Landscaping Supplies	-	26	1,000	1,000	-
Laundry & Janitorial	93	384	500	500	-
Building Repair & Maintenance	66,059	72,403	50,000	50,000	-
Vehicle & Equipment Fuels	580	788	1,500	1,500	-
Vehicle & Equip Supplies	1,373	3,911	2,000	2,000	-
Uniforms & Apparel	3,830	4,990	3,200	3,200	-
Books & Subscriptions	485	108	1,000	1,000	-
Other Operating Supplies	2,939	1,246	500	500	-
Signs	43,053	58,268	50,000	50,000	-
Computer Hardware/Software	2,595	63	-	-	-
Pavement Marking Materials	24,853	18,846	20,000	20,000	-
OTHER CHARGES	234,787	252,876	224,500	224,500	-
Machinery & Equipment	12,180	-	-	-	-
Motor Vehicle & Equipment	29,597	-	-	-	-
CAPITAL	41,777	-	-	-	-
<b>TOTAL TRAFFIC SIGNALS</b>	<b>744,428</b>	<b>730,065</b>	<b>741,700</b>	<b>764,500</b>	<b>22,800</b>

# Highway Maintenance Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>TREES DIVISION</b>					
Regular	75,924	82,422	82,992	88,237	5,245
Overtime	3,496	1,985	3,800	3,800	-
FICA	5,679	6,054	6,277	7,058	781
VRS-Employer	6,798	7,422	7,461	9,027	1,566
Insurance-Employer	991	1,080	1,087	1,182	95
VA Local Disability Insurance	219	179	180	466	286
Worker's Compensation	3,126	3,192	3,173	3,958	785
Benefits Admin Fee	72	73	72	72	-
Employee Benefits	18,013	21,825	23,358	14,010	(9,348)
VRS Health Insurance Credit	91	98	100	90	(10)
PERSONNEL	114,409	124,330	128,500	127,900	(600)
Training & Education	41	-	-	-	-
Repairs & Maintenance	128,078	148,839	150,000	150,000	-
Vehicle Repairs & Maintenance	2,445	-	-	-	-
Printing & Binding	119	149	200	200	-
CONTRACTUAL SERVICES	130,683	148,988	150,200	150,200	-
Fleet Fuel	2,446	2,512	2,500	2,500	-
Fleet Parts	1,647	781	2,000	2,000	-
Fleet Labor	5,143	5,448	6,000	6,000	-
INTERNAL SERVICES	9,236	8,741	10,500	10,500	-
Postal Services	56	-	100	100	-
Telecommunications	524	496	1,000	1,000	-
Motor Vehicle Insurance	1,291	1,804	2,200	2,200	-
Equipment Lease/Rental	430	-	-	-	-
Mileage & Transportation	-	-	500	500	-
Travel & Training	1,857	270	1,500	1,500	-
Dues & Memberships	285	270	500	500	-
Miscellaneous Charges & Fees	130	-	-	-	-
Office Supplies	261	132	300	300	-
Food & Food Services	14	-	100	100	-
Landscaping/Agricultural	5,846	1,437	7,500	7,500	-

# Highway Maintenance Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>TREES DIVISION - continued</b>					
Vehicle & Equipment Fuels	58	68	200	200	-
Vehicle & Equipment	751	1,153	1,500	1,500	-
Uniforms & Apparel	1,316	1,171	1,900	1,900	-
Books & Subscriptions	-	65	100	100	-
Other Operating Supplies	372	104	200	200	-
Chemicals	24	-	-	-	-
OTHER CHARGES	13,215	6,970	17,600	17,600	-
Motor Vehicle & Equipment	150,884	-	-	-	-
CAPITAL	150,884	-	-	-	-
<b>TOTAL TREES DIVISION</b>	<b>418,427</b>	<b>289,029</b>	<b>306,800</b>	<b>306,200</b>	<b>(600)</b>
<b>TOTAL HIGHWAY MAINT FUND</b>	<b>4,659,497</b>	<b>4,355,283</b>	<b>3,389,000</b>	<b>3,445,000</b>	<b>56,000</b>

## Transit Fund

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

### **Strategic Plan Goal 3**

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

### **Performance Measures:**

Indicators	2018 Actual	2019 Actual	2020 Actual	2021 Estimated	2022 Projected
<b>Measures</b>					
Ridership	139,998	134,832	120,844	83,000	100,000
Vehicle Revenue Miles	193,935	190,391	165,973	171,000	185,000
Vehicle Revenue Hours	18,079	17,721	15,681	16,200	17,500
Reportable Incidents	0	2	5	0	0
Injuries	1	0	0	0	0

FY 2021 Estimates are lower due to COVID-19; FY 2020 Actuals are lower due to COVID-19

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

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>Revenue by Classification</b>					
Charges for Services	109,407	97,271	111,500	30,000	(81,500)
Miscellaneous Revenue	-	8,291	-	-	-
State Revenue	209,986	313,551	206,000	189,000	(17,000)
Federal Revenue	492,649	824,075	530,800	1,046,000	515,200
Non-Revenue Receipts	260,000	265,608	324,700	-	(324,700)
<b>TOTAL REVENUE</b>	<b>1,072,042</b>	<b>1,508,796</b>	<b>1,173,000</b>	<b>1,265,000</b>	<b>92,000</b>

## Transit Fund

### Revenues and Expenditure Summary:

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>Expenditure by Classification</b>					
Personnel Services	727,728	796,375	835,500	869,300	33,800
Contractual Services	52,500	80,004	61,400	87,400	26,000
Internal Services	243,569	224,490	220,000	230,000	10,000
Other Charges	49,374	62,447	56,100	78,300	22,200
Capital	-	345,450	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>1,073,171</b>	<b>1,508,766</b>	<b>1,173,000</b>	<b>1,265,000</b>	<b>92,000</b>

### Staffing Summary:

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Fixed Route Division	11.0	11.0	11.0	11.0	0
Para Transit Division	3.0	3.0	3.0	3.0	0
<b>Total</b>	<b>14.0</b>	<b>14.0</b>	<b>14.0</b>	<b>14.0</b>	<b>0</b>

### Revenue Detail:

REVENUE	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Fixed Route - Meter Fares	60,279	44,203	65,000	-	(65,000)
Fixed Route - Adult Fares	10,073	10,393	8,500	-	(8,500)
Fixed Route - Half Fares	5,840	5,190	5,000	-	(5,000)
Para-transit Meter Fares	2,601	1,727	3,000	-	(3,000)
Special Runs	17	68	-	-	-
Advertising	25,780	32,600	25,000	30,000	5,000
Trolley Meter Fares	295	442	1,000	-	(1,000)
Para-transit Adult Ticket	972	102	-	-	-
Para-transit Half Fare	3,550	2,546	4,000	-	(4,000)
<b>CHARGES FOR SERVICES</b>	<b>109,407</b>	<b>97,271</b>	<b>111,500</b>	<b>30,000</b>	<b>(81,500)</b>
Miscellaneous Revenue	-	8,291	-	-	-
<b>MISC REVENUE</b>	<b>-</b>	<b>8,291</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Transit Fund

### Revenue Detail - continued:

REVENUE	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Formula Assistance	209,986	234,178	206,000	189,000	(17,000)
Capital Projects	-	79,373	-	-	-
STATE REVENUE	209,986	313,551	206,000	189,000	(17,000)
Federal Programs	492,649	538,033	530,800	1,046,000	515,200
Capital Projects	-	286,042	-	-	-
FEDERAL REVENUE	492,649	824,075	530,800	1,046,000	515,200
Insurance Recoveries	-	9,608	-	-	-
General Fund	260,000	256,000	324,700	-	(324,700)
NON-REVENUE RECEIPTS	260,000	265,608	324,700	-	(324,700)
<b>TOTAL TRANSIT REVENUE</b>	<b>1,072,042</b>	<b>1,508,796</b>	<b>1,173,000</b>	<b>1,265,000</b>	<b>92,000</b>

### Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>FIXED ROUTE SERVICE</b>					
Regular	336,055	401,822	404,776	420,967	16,191
Overtime	52,195	30,645	30,000	30,000	-
Part-time Non-Classified	26,233	6,927	15,808	15,808	-
FICA	31,243	32,322	33,894	33,888	(6)
VRS-Employer	29,336	35,163	36,389	43,064	6,675
Retirees	9,523	6,324	8,339	8,439	100
Insurance-Employer	4,276	5,106	5,303	5,641	338
VA Local Disability Plan	765	804	1,018	1,018	-
Worker's Compensation	5,552	4,746	5,500	8,086	2,586
Benefits Admin Fee	320	382	395	395	-
Employee Benefits	65,706	100,881	105,292	109,170	3,878
VRS Health Insurance Credit	392	466	486	424	(62)
PERSONNEL	561,596	625,588	647,200	676,900	29,700

# Transit Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>FIXED ROUTE SERVICE - continued</b>					
Medical, Dental, & Hospital	1,030	696	1,200	1,200	-
Other Professional Services	1,802	536	500	500	-
Repairs & Maintenance	9,473	18,532	18,000	18,000	-
Vehicle Repair & Maintenance Services	1,078	23,331	2,000	28,000	26,000
Computer/Hardware Service Contracts	34,476	23,593	32,000	32,000	-
Printing & Binding	1,225	9,978	4,000	4,000	-
Local Media	251	-	500	500	-
Laundry & Dry Cleaning	3,165	3,338	3,200	3,200	-
CONTRACTUAL SERVICES	52,500	80,004	61,400	87,400	26,000
Fleet Fuel	47,326	37,315	45,000	45,000	-
Fleet Parts	47,065	39,951	40,000	40,000	-
Fleet Labor	90,726	94,874	80,000	90,000	10,000
INTERNAL SERVICES	185,117	172,140	165,000	175,000	10,000
Electrical Services	5,952	4,435	7,000	7,000	-
Heating Services	4,349	2,882	3,500	3,500	-
Water & Sewer	3,778	3,941	3,000	4,200	1,200
Postal Services	260	239	300	300	-
Telecommunications	6,119	5,945	6,000	6,000	-
Property Insurance	1,324	1,437	2,000	2,000	-
Motor Vehicle Insurance	12,601	7,920	15,000	13,000	(2,000)
General Liability Insurance	1,185	994	2,500	1,500	(1,000)
Mileage	213	57	2,000	500	(1,500)
Travel - Convention & Education	854	835	1,000	1,000	-
Dues & Association Memberships	812	812	1,000	1,000	-
Miscellaneous Charges & Fees	45	-	-	-	-
Office Supplies	2,000	1,304	1,500	1,500	-
Medical & Laboratory	394	329	600	600	-
Laundry & Janitorial Services	1,703	2,458	2,000	2,000	-
Building Repair & Maintenance	87	90	200	200	-
Vehicle & Equipment Fuels	37	-	-	-	-



# Transit Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>FIXED ROUTE SERVICE – cont.</b>					
Vehicle & Equipment Supplies	385	12,227	1,000	15,000	14,000
Uniforms & Apparel	874	1,886	2,000	2,000	-
Other Operating Supplies	6,159	12,842	3,500	15,000	11,500
Computer/Hardware Supplies	243	1,814	2,000	2,000	-
OTHER CHARGES	49,374	62,447	56,100	78,300	22,200
Machinery & Equipment	-	295,450	-	-	-
Building Improvements	-	50,000	-	-	-
CAPITAL	-	345,450	-	-	-
<b>TOTAL FIXED ROUTE SERVICE</b>	<b>848,587</b>	<b>1,285,629</b>	<b>929,700</b>	<b>1,017,600</b>	<b>87,900</b>
<b>PARATRANSIT SERVICE</b>					
Regular	99,615	106,237	106,080	110,648	4,568
Part-time	-	754	-	-	-
Overtime	10,905	5,174	10,000	10,000	-
FICA	8,100	8,201	8,278	8,950	672
VRS-Employer	8,921	9,254	9,536	11,319	1,783
Insurance-Employer	1,300	1,353	1,390	1,483	93
VA Local Disability Plan	128	126	219	245	26
Worker's Compensation	2,321	1,808	1,694	3,215	1,521
Benefits Admin Fee	104	105	108	108	-
Employee Benefits	27,505	30,620	32,870	29,922	(2,948)
VRS Health Insurance Credit	119	122	125	110	(15)
PERSONNEL	159,018	163,754	170,300	176,000	5,700
Fleet Fuel	17,750	12,785	13,000	13,000	-
Fleet Parts	9,364	9,493	10,000	10,000	-
Fleet Labor	15,263	16,281	15,000	15,000	-
INTERNAL SERVICES	42,377	38,559	38,000	38,000	-
<b>TOTAL PARATRANSIT SERVICE</b>	<b>201,395</b>	<b>202,313</b>	<b>208,300</b>	<b>214,000</b>	<b>5,700</b>

# Transit Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>TROLLEY ROUTES</b>					
Regular	-	3,228	-	-	-
Part-time Non-classified	6,491	2,985	16,400	14,900	(1,500)
FICA	497	455	1,175	1,155	(20)
VRS-Employer	-	222	-	-	-
Insurance-Employer	-	32	-	-	-
VA Local Disability Plan	-	8	-	-	-
Worker's Compensation	126	98	425	345	(80)
Benefits Admin Fee	-	2	-	-	-
VRS Health Insurance Credit	-	3	-	-	-
PERSONNEL	7,114	7,033	18,000	16,400	(1,600)
Fleet Fuel	1,598	2,283	5,000	5,000	-
Fleet Parts	4,890	6,133	5,000	5,000	-
Fleet Labor	9,587	5,375	7,000	7,000	-
INTERNAL SERVIES	16,075	13,791	17,000	17,000	-
<b>TOTAL TROLLEY ROUTES</b>	<b>23,189</b>	<b>20,824</b>	<b>35,000</b>	<b>33,400</b>	<b>(1,600)</b>
<b>TOTAL TRANSIT EXPENDITURES</b>	<b>1,073,171</b>	<b>1,508,766</b>	<b>1,173,000</b>	<b>1,265,000</b>	<b>92,000</b>

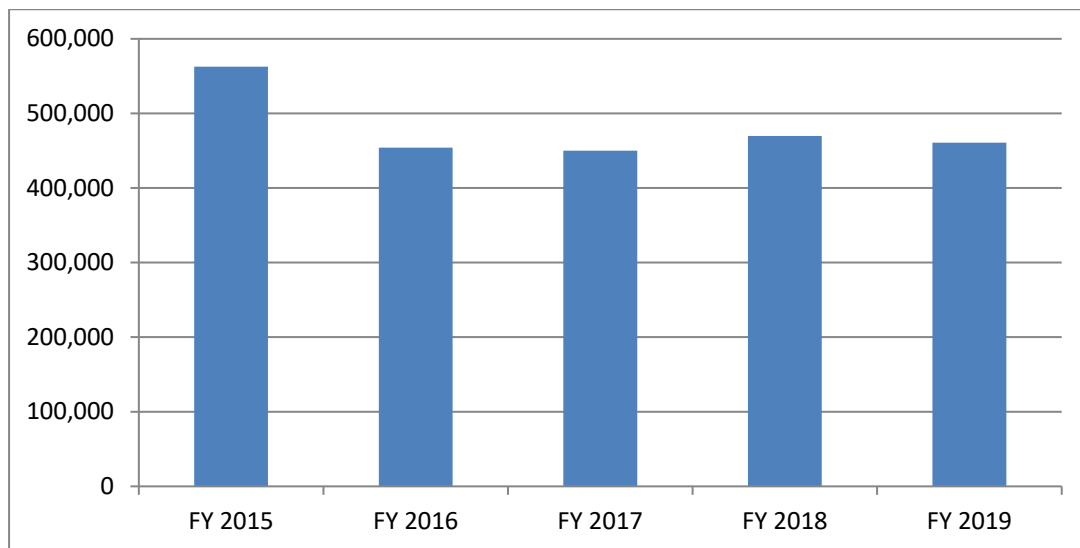
## Emergency Medical Services (EMS) Fund

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

### Goals (Strategic Plan Goal 3):

- 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 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>Revenue by Classification</b>					
Revenue Use of Money	3,539	4,555	2,000	2,000	-
Charges for Services	1,132,114	1,143,445	1,148,000	1,148,000	-
Non-Revenue Receipts	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>1,135,653</b>	<b>1,148,000</b>	<b>1,150,000</b>	<b>1,150,000</b>	<b>-</b>

## Emergency Medical Services (EMS) Fund

### **Staffing Summary:**

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Administration	1.0	1.0	1.0	1.0	0
Firefighters	10.0	10.0	10.0	10.0	0
<b>Total</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>0</b>

### **Expenditure Summary:**

	FY 2019 ACTUAL	FY 2019 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>Expenditure by Classification</b>					
Personnel Services	735,875	735,875	747,500	747,500	-
Contractual Services	229,859	229,859	233,950	233,950	-
Other Charges	178,981	178,981	168,550	168,550	-
<b>TOTAL EXPENDITURES</b>	<b>1,144,715</b>	<b>1,144,715</b>	<b>1,150,000</b>	<b>1,150,000</b>	<b>-</b>

### **Expenditure Detail:**

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Regular	507,152	502,630	507,716	490,131	(17,585)
Overtime	28,535	21,865	31,300	31,300	-
FICA	39,179	35,235	40,684	40,224	(460)
VRS-Employer	44,978	39,479	45,395	45,639	244
VRS-LODA	7,058	7,763	5,200	7,500	2,300
Retirees	-	5,534	-	7,384	7,384
Insurance-Employer	6,555	5,762	6,615	5,979	(636)
VA Local Disability Plan	341	230	216	873	657
Worker's Compensation	16,503	14,736	16,360	19,129	2,769
Benefits Admin Fee	363	315	389	389	-
Employee Benefits	84,611	109,167	92,999	98,506	5,507
VRS Health Ins. Credit	600	523	626	446	(180)
<b>PERSONNEL</b>	<b>735,875</b>	<b>743,239</b>	<b>747,500</b>	<b>747,500</b>	<b>-</b>

## Emergency Medical Services (EMS) Fund

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Medical, Dental, & Hospital	4,140	2,838	1,300	1,300	-
Other Prof Services	51,925	53,204	58,500	58,500	-
Computer Services	-	-	550	550	-
Printing & Binding	-	-	600	600	-
Laundry & Dry Cleaning	3,794	4,029	3,000	3,000	-
Volunteer Fire Stations	170,000	170,000	170,000	170,000	-
CONTRACTUAL SERVICE	229,859	230,071	233,950	233,950	-
Postal Services	198	-	100	100	-
Office Equipment Rental	172	205	400	400	-
Training & Education	1,483	881	1,000	1,000	-
Volunteer Fire Department	137,344	139,612	119,800	119,800	-
Misc. Charges & Fees	1,904	1,082	5,000	5,000	-
Office Supplies	369	55	200	200	-
Medical Laboratory	29,435	29,730	29,900	29,900	-
Laundry & Janitorial	-	-	500	500	-
Uniforms & Apparel	6,877	10,090	8,900	8,900	-
Books & Subscriptions	-	1,327	-	-	-
Other Operating Supplies	1,189	1,513	2,750	2,750	-
Computer Hardware/Soft	10	850	-	-	-
OTHER CHARGES	178,981	185,345	168,550	168,550	-
<b>TOTAL EXPENDITURES</b>	<b>1,144,715</b>	<b>1,158,655</b>	<b>1,150,000</b>	<b>1,150,000</b>	<b>-</b>

## Winchester-Frederick County Convention & Visitors Bureau Fund

The Winchester-Frederick County Convention & Visitors Bureau (CVB) is the official destination marketing organization for the City of Winchester and Frederick County. The 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 (Strategic Plan Goal 3):**

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- Lead the recovery from COVID19 for our community through marketing Winchester-Frederick County as a premier sport, leisure, wedding, group tour and meeting destination in the Shenandoah Valley.
- Use the “Uncommon to the Core” marketing campaign to drive awareness and excitement of our destination through a robust digital, social media, video, print and direct mail campaign through the entire FY22 year.
- Continue to support the development of new tourism product, including restaurants, shops, breweries, wineries and attractions.
- Support diversity through our marketing, imagery, partnerships and historical efforts such as new Civil War Trail’s signs.
- 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.
- Utilize our new Visitor Services Coordinator position to create more tourism and brand awareness and pride within the community through local outreach with civic organizations, after hours events at the Visitor Center, implementation of the Destination Ambassador program, and continued positive exposure in TV, radio and newspaper outlets.

## Winchester-Frederick County Convention & Visitors Bureau Fund

### ***Objectives:***

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- Expand efforts in Old Town Winchester by creating a “pop-up visitor center” if staffing is possible, or engaging signage if not.
- Draw organic attention to the area by working with vetted travel writers, bloggers and influencers.
- Supplement revenue through co-op advertising, visitor guide ads and gift shop sales.
- 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.
- Update our 3-year strategic plan in early 2022.

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

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- Increase the month-over month number of visitors to [www.visitwinchesterva.com](http://www.visitwinchesterva.com) by 10% and improve average time on site by 5%.
- Increase owned image portfolio by 25 professional images and 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 2 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.
- Match or exceed combined City/County hotel occupancy rate and RevPAR (revenue per available room) year-over-year over pre-pandemic levels.
- Continue to 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.
- Hold 4 quarterly Newcomer’s Event at the Visitor Center on the 1<sup>st</sup> Thursday of every quarter to provide information and networking to new residents in our community.

# Winchester-Frederick County Convention & Visitors Bureau Fund

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022
	ACTUAL	ACTUAL	ORIGINAL BUDGET	ADOPTED BUDGET	BUDGET Inc/(Dec)
<b>Revenue by Classification</b>					
Revenue Use of Money	165	821	-	-	-
Miscellaneous Revenue	215,827	379,713	491,500	408,500	(83,000)
Recovered Costs	-	-	35,000	10,000	(25,000)
Federal Revenue	-	1,575	-	-	-
Non-Revenue Receipts	150,500	150,500	150,500	150,500	-
<b>TOTAL REVENUE</b>	<b>366,492</b>	<b>532,609</b>	<b>677,000</b>	<b>569,000</b>	<b>(108,000)</b>

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022
	ACTUAL	ACTUAL	ORIGINAL BUDGET	ADOPTED BUDGET	BUDGET Inc/(Dec)
<b>Expenditure by Classification</b>					
Personnel Services	190,510	200,441	232,100	239,085	6,985
Contractual Services	110,500	174,086	367,300	250,215	(117,085)
Internal Services	-	-	-	7,000	7,000
Other Charges	64,387	61,362	77,600	72,700	(4,900)
<b>TOTAL EXPENDITURES</b>	<b>365,397</b>	<b>435,889</b>	<b>677,000</b>	<b>569,000</b>	<b>(108,000)</b>

## ***Staffing Summary:***

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Administration	2.0	2.0	2.0	3.0	1.0
<b>Total</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>3.0</b>	<b>1.0</b>



# Winchester-Frederick County Convention & Visitors Bureau Fund

## Revenue Detail:

REVENUE	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Interest Earnings	165	821	-	-	-
REVENUE USE OF MONEY	165	821	-	-	-
Special Events	19,798	12,584	20,000	2,000	(18,000)
Gift Shop Sales	33,610	21,470	33,000	33,000	-
Frederick County	150,500	342,562	433,500	368,500	(65,000)
Miscellaneous Grant	11,919	3,097	5,000	5,000	-
MISCELLANEOUS	215,827	379,713	491,500	408,500	(83,000)
Virginia Tourism Grant	-	-	35,000	10,000	(25,000)
RECOVERED COSTS	-	-	35,000	10,000	(25,000)
Public Assistance	-	1,575	-	-	-
FEDERAL RECEIPTS	-	1,575	-	-	-
General Fund	150,500	150,500	150,500	150,500	-
NON-REVENUE RECEIPTS	150,500	150,500	150,500	150,500	-
<b>TOTAL WFCCVB REVENUE</b>	<b>366,492</b>	<b>532,609</b>	<b>677,000</b>	<b>569,000</b>	<b>(108,000)</b>

# Winchester-Frederick County Convention & Visitors Bureau Fund

## ***Expenditure Detail:***

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Regular	115,026	119,188	149,635	154,124	4,489
Overtime	25	106	-	-	-
Part-time Non-classified	37,807	39,831	27,000	27,810	810
FICA	11,352	11,814	13,538	14,023	485
VRS-Employer	10,344	10,781	13,452	13,855	403
Retirees	1,587	1,581	2,100	2,110	10
Insurance-Employer	1,507	1,566	1,961	2,020	59
Worker's Compensation	96	95	119	123	4
Flex Benefits - Fee	72	73	108	108	-
Flex Benefits - Employee	12,556	15,263	24,008	24,728	720
VRS Health Ins. Credit	138	143	179	184	5
PERSONNEL	190,510	200,441	232,100	239,085	6,985
Other Professional Serv	28,573	18,669	56,514	30,000	(26,514)
Maintenance Contracts	732	1,423	1,200	1,200	-
Printing & Binding	20,954	20,658	30,000	30,000	-
Local Media	60,241	133,336	279,586	189,015	(90,571)
CONTRACTUAL SERV	110,500	174,086	367,300	250,215	(117,085)
Fleet Fuel	-	-	-	500	500
Fleet Parts	-	-	-	2,500	2,500
Fleet Labor	-	-	-	4,000	4,000
INTERNAL SERVICES	-	-	-	7,000	7,000
Postal Services	5,007	4,303	6,000	5,000	(1,000)
Telecommunications	3,389	3,400	3,400	3,400	-
General Liability Ins	440	594	1,000	1,000	-
Office Equipment Rental	2,331	2,348	2,500	2,500	-
Building Rental	15,900	11,925	15,900	15,900	-
Mileage & Transportation	5,704	3,985	7,000	6,000	(1,000)
Travel & Training	2,870	5,403	8,800	7,000	(1,800)
Dues & Memberships	2,790	3,340	5,000	4,000	(1,000)
Misc. Charges & Fees	1,393	1,095	900	900	-
Office Supplies	1,128	1,021	1,000	1,000	-
Food & Food Service	1,189	435	1,000	1,000	-

# Winchester-Frederick County Convention & Visitors Bureau Fund

## ***Expenditure Detail:***

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022
	ACTUAL	ACTUAL	ORIGINAL	ADOPTED	BUDGET
EXPENDITURES			BUDGET	BUDGET	Inc/(Dec)
Books & Subscriptions	4,765	5,138	3,000	3,000	-
Other Operating Supplies	797	902	900	900	-
Merchandise for Resale	16,031	16,698	20,000	20,000	-
Computer Supplies	653	775	1,000	1,000	-
Awards, Plaques, Other	-	-	200	100	(100)
OTHER CHARGES	64,387	61,362	77,600	72,700	(4,900)
<b>TOTAL EXPEND</b>	<b>365,397</b>	<b>435,889</b>	<b>677,000</b>	<b>569,000</b>	<b>(108,000)</b>

## Law Library Fund

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

### **Goals (Strategic Plan Goal 4) and Objectives:**

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

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

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>Revenue by Class</b>					
Use of Money	1,279	874	-	-	-
Charges for Services	33,477	23,368	33,000	33,000	-
Non-Revenue Receipts	-	-	17,000	17,000	-
<b>TOTAL REVENUE</b>	<b>34,756</b>	<b>24,242</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>
<b>Expenditure by Class</b>					
Personnel Services	5,999	6,104	6,000	6,000	-
Contractual Services	5,064	6,491	5,000	5,000	-
Other Charges	37,810	30,783	39,000	39,000	-
<b>EXPENDITURES</b>	<b>48,873</b>	<b>43,378</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>

## Law Library Fund

### Revenue Detail:

REVENUE	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Interest Earnings	1,279	1,279	-	-	-
USE OF MONEY	1,279	1,279	-	-	-
City Fees	18,584	18,584	18,000	18,000	-
County Fees	14,893	14,893	15,000	15,000	-
CHARGES FOR SERV	33,477	33,477	33,000	33,000	-
Reserves	-	-	17,000	17,000	-
NON- REVENUE	-	-	17,000	17,000	-
<b>TOTAL REVENUE</b>	<b>34,756</b>	<b>34,756</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>

### Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Part-time Non-classified	5,999	5,999	6,000	6,000	-
PERSONNEL	5,999	5,999	6,000	6,000	-
Repairs & Maintenance	-	-	-	-	-
Comp/Hardware Maint	5,064	5,064	5,000	5,000	-
CONTRACTUAL SERV	5,064	5,064	5,000	5,000	-
Telecommunications	2,569	2,569	2,600	2,600	-
Office Equipment	1,164	1,164	1,400	1,400	-
Banking Fees	-	-	-	-	-
Office Supplies	-	-	-	-	-
Books & Subscriptions	34,077	34,077	35,000	35,000	-
Other Operating Supplies	-	-	-	-	-
Computer Supplies	-	-	-	-	-
OTHER CHARGES	37,810	37,810	39,000	39,000	-
<b>TOTAL EXPEND</b>	<b>48,873</b>	<b>48,873</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>

## Winchester Parking Authority Fund

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



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

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



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

### **Goals (Strategic Plan Goals 3):**

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- To plan for future parking needs.
- Collaborate with other departments to make sure they have parking for future projects and businesses.

### **Objectives:**

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- 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.
- Replace automated equipment in 4 Auto-parks in 2021.

# Winchester Parking Authority Fund

## Performance Measures:

Indicators	2018 Actual	2019 Actual	2020 Actual	2021 Estimated	2022 Projected
<b>Measures</b>					
Number of hourly customers utilizing the garages under normal operations	161,120	151,846	90,319	110,000	130,000
Number of total monthly parkers	1,036	1,142	1,093	1,100	1,120
Number of parkers Friday of Apple Blossom Festival	874	808	N/A*	N/A*	800
Number of parkers Saturday of Apple Blossom Festival	940	1,116	N/A*	N/A*	1,100
Number of parkers for the Christmas Parade	588	480	N/A*	350	350

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

## Revenue Summary:

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>Revenue by Class</b>					
Local Revenue	176,095	155,957	130,000	130,000	-
Charges for Services	1,348,417	1,192,516	1,238,000	1,223,000	(15,000)
Miscellaneous Revenue	4,511	3,491	3,000	3,000	-
Non-Revenue Receipts	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>1,529,023</b>	<b>1,351,964</b>	<b>1,371,000</b>	<b>1,356,000</b>	<b>(15,000)</b>

## Expenditure Summary:

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>Expenditure by Classification</b>					
Personnel Services	305,548	344,415	354,000	447,600	87,900
Contractual Services	145,401	74,396	93,200	91,700	(1,500)
Internal Services	2,813	3,670	7,000	7,000	-
Other Charges	188,028	167,073	395,800	265,200	(124,900)
Capital	254,651	254,378	-	26,000	26,000
Debt	198,606	244,340	521,000	518,500	(2,500)
<b>TOTAL EXPENDITURES</b>	<b>1,095,047</b>	<b>1,088,272</b>	<b>1,371,000</b>	<b>1,356,000</b>	<b>(15,000)</b>

# Winchester Parking Authority Fund

## Staffing Summary:

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Administration	5.0	5.0	5.0	5.0	0
Parking Enforcement	1.0	2.0	2.0	2.0	0
<b>Total</b>	<b>6.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>0</b>

## Revenue Detail:

REVENUE	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Parking Fines	170,656	149,164	130,000	130,000	-
Interest Earnings	5,439	6,793	-	-	-
LOCAL REVENUE	176,095	155,957	130,000	130,000	-
Parking Meters - On Street	169,173	124,663	165,000	150,000	(15,000)
Parking Meters - Off Street	64,895	51,837	65,000	65,000	-
Meters - Park Mobile	32,237	32,560	27,000	27,000	-
Auto Park Fees - Court Sq.	44,870	24,825	35,000	35,000	-
Auto Park Fees - Loudoun	35,822	22,313	30,000	30,000	-
Auto Park Fees - Braddock	227,382	172,134	200,000	200,000	-
Auto Park Fees - GW	106,026	70,301	100,000	100,000	-
Parking - Off Street Rental	28,984	26,650	27,000	27,000	-
Auto Park Rent - Court Sq.	153,087	177,247	152,000	152,000	-
Auto Park Rent - Loudoun	145,092	157,534	132,000	132,000	-
Auto Park Rent - Braddock	119,574	101,255	90,000	90,000	-
Auto Park Rent - GW	211,361	224,730	205,000	205,000	-
Validated Parking - DDB	6,749	6,467	7,000	7,000	-
Advance Ticket Sales	3,165	-	3,000	3,000	-
CHARGES FOR SERV	1,348,417	1,192,516	1,238,000	1,223,000	(15,000)
Other	4,511	3,491	3,000	3,000	-
MISCELLANEOUS	4,511	3,491	3,000	3,000	-
<b>TOTAL WPA REVENUE</b>	<b>1,529,023</b>	<b>1,351,964</b>	<b>1,371,000</b>	<b>1,356,000</b>	<b>(15,000)</b>



# Winchester Parking Authority Fund

## Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>WPA ADMIN</b>					
Regular	154,359	175,089	171,282	239,226	64,858
Overtime	19,311	13,190	18,000	18,000	-
FICA	13,027	14,099	14,066	19,274	4,966
VRS-Employer	13,451	15,585	15,369	24,464	8,788
Retirees	7,256	1,581	2,100	2,110	510
Insurance-Employer	1,960	2,267	2,239	3,204	920
VA Local Disability Plan	462	412	398	1,264	850
Worker's Compensation	3,008	3,398	3,080	4,297	1,166
Flex Benefits - Fee	144	159	156	192	36
Flex Benefits - Employee	23,250	28,892	29,205	34,129	4,375
VRS Health Ins Credit	180	207	205	240	31
PERSONNEL	236,408	254,879	256,100	346,400	86,500
Temporary Help/Other	908	68	-	-	-
Repairs & Maintenance	136,162	70,114	80,000	80,000	-
Landscaping	1,375	300	1,000	1,000	-
Vehicle Repair & Maint	655	9	1,500	1,500	-
Printing & Binding	6,301	3,733	8,000	6,500	(1,500)
Local Media	-	172	-	-	-
CONTRACTUAL SERV	145,401	74,396	90,500	89,000	(1,500)
Fleet Fuel	1,470	1,306	3,000	3,000	-
Fleet Parts	420	622	2,000	2,000	-
Fleet Labor	923	1,742	2,000	2,000	-
INTERNAL SERVICES	2,813	3,670	7,000	7,000	-
Electrical Services	75,209	65,291	79,000	79,000	-
Water & Sewer	3,179	3,192	3,200	3,200	-
Postal Services	88	172	200	200	-
Telecommunications	14,663	13,306	11,600	11,600	-
Property Insurance	22,107	23,585	28,300	28,300	-
Motor Vehicle Insurance	1,382	1,242	1,500	1,500	-
General Liability Ins	1,448	1,794	2,500	2,500	-
Equipment Rental	-	-	2,000	2,000	-
Rent - Parking Lots	6,997	5,991	7,000	7,000	-

# Winchester Parking Authority Fund

## Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>WPA ADMIN – cont.</b>					
Mileage & Trans	144	563	100	100	-
Travel & Training	3,803	1,082	2,500	2,500	-
Dues & Memberships	100	1,390	100	100	-
Misc. Charges & Fees	27,151	22,676	25,000	25,000	-
Office Supplies	2,668	2,435	1,000	2,500	1,500
Food & Food Service	8	4	200	200	-
Landscaping Supplies	-	-	400	400	-
Laundry & Janitorial	369	1,441	1,500	1,500	-
Repair & Maint Supp	18,667	12,569	34,000	34,000	-
Vehicle & Equip Supp	131	84	500	500	-
Uniforms & Apparel	2,087	566	1,000	1,000	-
Other Operating Supp	7,235	6,741	44,100	44,100	-
Computer Equipment	497	388	500	500	-
OTHER CHARGES	187,933	164,512	246,200	247,700	1,500
Depreciation Expense	254,651	254,378	-	-	-
Machinery & Equip	-	-	-	26,000	26,000
CAPITAL	254,651	254,378	-	26,000	26,000
<b>WPA ADMIN</b>	<b>827,206</b>	<b>751,835</b>	<b>599,800</b>	<b>716,100</b>	<b>112,500</b>

# Winchester Parking Authority Fund

## Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>PARKING ENFORCEMENT</b>					
Regular	34,946	62,700	68,598	71,329	1,359
Overtime	616	447	500	500	-
Non-Classified Part-time	18,953	-	-	-	-
FICA	4,127	4,743	5,236	5,497	195
VRS-Employer	3,004	5,519	6,167	7,297	1,007
Insurance-Employer	438	880	899	956	39
VA Local Disability Plan	241	328	362	376	4
Worker's Compensation	638	753	840	1,091	230
Flex Benefits - Admin Fee	36	72	72	72	-
Flex Benefits - Employee	6,101	14,021	15,144	14,010	(1,422)
VRS Health Insurance Credit	40	73	82	72	(12)
PERSONNEL	69,140	89,536	97,900	101,200	1,400
Computer Maintenance	-	-	2,200	2,200	-
Printing & Binding	-	-	500	500	-
CONTRACTUAL SERVICES	-	-	2,700	2,700	-
Uniforms & Apparel	95	642	2,000	2,000	-
Other Operating Supplies	-	1,919	1,000	1,000	-
OTHER CHARGES	95	2,561	3,000	3,000	-
<b>PARKING ENFORCEMENT</b>	<b>69,235</b>	<b>92,097</b>	<b>103,600</b>	<b>106,900</b>	<b>1,400</b>
Reserves	-	-	146,600	14,500	(126,400)
<b>TOTAL OTHER</b>	<b>-</b>	<b>-</b>	<b>146,600</b>	<b>14,500</b>	<b>(126,400)</b>
<b>DEBT</b>					
Principal	-	-	277,600	285,400	7,800
Interest	198,606	244,340	243,400	233,100	(10,300)
<b>TOTAL DEBT SERVICE</b>	<b>198,606</b>	<b>244,340</b>	<b>521,000</b>	<b>518,500</b>	<b>(2,500)</b>
<b>TOTAL WPA EXPENDITURES</b>	<b>1,095,047</b>	<b>1,088,272</b>	<b>1,371,000</b>	<b>1,356,000</b>	<b>(15,000)</b>

## City Capital Improvement Fund

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

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

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>Revenue by Classification</b>					
Miscellaneous Revenue	77,033	1,126,730	-	-	-
Recovered Costs	390,235	257,019	-	20,000	20,000
State Revenue	744,758	1,383,186	5,387,000	2,820,000	(2,567,000)
Federal Revenue	154,721	286,112	-	162,000	162,000
Non-Revenue Receipts	2,223,541	19,615,751	17,500,000	13,100,000	(4,400,000)
<b>TOTAL REVENUE</b>	<b>3,590,288</b>	<b>22,668,798</b>	<b>22,887,000</b>	<b>16,102,000</b>	<b>(6,785,000)</b>
<b>Expenditure by Classification</b>					
Public Safety	667,779	1,320,595	-	-	-
Public Works	4,531,631	7,333,915	10,637,000	13,402,000	2,765,000
Parks, Recreation, Cultural	483,847	1,494,300	-	2,400,000	2,400,000
Transfers	-	10,500,000	12,000,000	-	(12,000,000)
Debt	23,720	272,255	250,000	300,000	50,000
<b>TOTAL EXPENDITURES</b>	<b>5,706,977</b>	<b>20,921,065</b>	<b>22,887,000</b>	<b>16,102,000</b>	<b>(6,785,000)</b>

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

REVENUE	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Interest Earnings	77,033	69,167	-	-	-
Capital Projects	-	1,057,563	-	-	-
MISCELLANEOUS	77,033	1,126,730	-	-	-
Public Works	390,235	257,019	-	20,000	20,000
RECOVERED COSTS	390,235	257,019	-	20,000	20,000

# City Capital Improvement Fund

## Revenue Detail - continued:

REVENUE	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Street & Highway Maintenance	626,453	1,009,383	5,387,000	2,800,000	(2,587,000)
State Grants	118,305	373,803	-	20,000	20,000
STATE REVENUE	744,758	1,383,186	5,387,000	2,820,000	(2,567,000)
ISTEA Grant	11,501	2,708	-	-	-
Transportation Improvement	143,220	283,404	-	162,000	162,000
FEDERAL REVENUE	154,721	286,112	-	162,000	162,000
Insurance Recoveries	-	-	-	-	-
CDBG Loan Proceeds	1,000,000	-	-	-	-
Sale of Bonds	-	17,176,851	17,100,000	13,100,000	(4,000,000)
Transfers	1,223,541	2,438,900	400,000	-	(400,000)
NON-REVENUE RECEIPTS	2,223,541	19,615,751	17,500,000	13,100,000	(4,400,000)
<b>TOTAL REVENUE CIP FUND</b>	<b>3,590,288</b>	<b>22,668,798</b>	<b>22,887,000</b>	<b>16,102,000</b>	<b>(6,785,000)</b>

## Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Communication Equipment	-	-	-	-	-
Equipment	385,567	665,584	-	-	-
Fire Burn Building	282,212	655,011	-	-	-
PUBLIC SAFETY	667,779	1,320,595	-	-	-
Signage	17,908	215,261	-	-	-
N Cameron Street Drainage	127,318	45,666	3,000,000	2,800,000	(200,000)
Boscawen/Loudoun Street	9,424	-	-	-	-
Millwood Avenue Improvements	-	-	1,500,000	400,000	(1,100,000)
Hope Drive Improvements	977,642	1,392,583	500,000	-	(500,000)
Safe Routes to School	2,685	17,642	-	-	-
Tevis Extension	433,012	-	-	-	-
Sidewalks	431,223	1,497,752	-	3,000,000	3,000,000

# City Capital Improvement Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Street Resurfacing	-	-	-	2,000,000	2,000,000
Valley Avenue	163,264	127,145	3,410,000	-	(3,410,000)
Storm Drainage Improvements	-	5,611	-	-	-
Loudoun Street Improvements	83,835	-	-	-	-
Intersection Improvements	-	-	600,000	-	(600,000)
Safety Bollards	300,510	-	-	-	-
Traffic Signals	-	6,023	1,227,000	-	(1,227,000)
Timbrook HVAC Improvements	9,400	186,159	-	-	-
Building Acquisition		-		5,000,000	5,000,000
Creamery Building	365,399	2,435,355	-	-	-
Handley Library Improvements	41,432	1,279,113	400,000	-	(400,000)
City Hall Renovations	1,568,579	125,605	-	-	-
Fencing		-		202,000	202,000
PUBLIC WORKS	4,531,631	7,333,915	10,637,000	13,402,000	2,765,000
Green Circle	56,042	16,007	-	2,400,000	2,400,000
MSV Trails	-	792,221	-	-	-
Barnett Park Improvements	136,030	-	-	-	-
Playground Improvements	-	61,981	-	-	-
Facilities Construction	291,775	624,090	-	-	-
PARKS, REC, CULTURAL	483,847	1,630,329	-	2,400,000	2,400,000
Transfer to Schools	-	10,500,000	12,000,000	-	(12,000,000)
TRANSFERS	-	10,500,000	12,000,000	-	(12,000,000)
Bond Issuance Costs	23,720	272,255	250,000	300,000	50,000
DEBT	23,720	272,255	250,000	300,000	50,000
TOTAL EXPEND CIP FUND	5,706,977	20,921,065	22,887,000	16,102,000	(6,785,000)

## 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 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Administration	6.5	6.5	6.5	8.5	2.0
Source of Supply	11.5	11.5	11.5	13.5	2.0
Trans/Distribution	22.5	35.5	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
<b>Total</b>	<b>47.5</b>	<b>60.5</b>	<b>60.5</b>	<b>64.5</b>	<b>4.0</b>

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

Revenue Sources	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Use of Money	68,768	66,971	40,000	40,000	-
Charges for Services	24,293,909	24,989,593	25,427,000	25,814,000	387,000
Miscellaneous Revenue	27,515	23,141	2,000	2,000	-
Recovered Costs	1,212,209	2,711,244	-	-	-
Federal Categorical Aid	270,721	233,366	-	127,000	127,000
Non-Revenue Receipts	15,738,278	20,865,218	-	364,000	364,000
<b>TOTAL REVENUE</b>	<b>41,611,400</b>	<b>48,889,533</b>	<b>25,469,000</b>	<b>26,347,000</b>	<b>878,000</b>

# Utilities Fund

## Revenue Detail:

REVENUE	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Interest Earnings	68,768	66,971	40,000	40,000	-
Rental Rec Prop/Facility	-	-	-	-	-
USE OF MONEY	68,768	66,971	40,000	40,000	-
Sale of Water	13,993,181	13,758,136	14,000,000	13,724,000	(276,000)
Sale of Sewer	10,005,899	11,025,124	11,200,000	11,863,000	663,000
Reconnection Charges	21,640	17,360	25,000	25,000	-
Special Sewer	45,370	22,531	1,000	1,000	-
Penalties	225,938	163,765	200,000	200,000	-
TV Inspections	1,881	2,677	1,000	1,000	-
CHARGES FOR SERVICES	24,293,909	24,989,593	25,427,000	25,814,000	387,000
Bad Checks	450	1,775	2,000	2,000	-
Sale of Surplus Property	27,065	21,366	-	-	-
MISCELLANEOUS REVENUE	27,515	23,141	2,000	2,000	-
Miscellaneous	10,199	16,010	-	-	-
Capital Contribution	1,202,010	2,695,234	-	-	-
RECOVERED COSTS	1,212,209	2,711,244	-	-	-
Public Assistance	-	22,487	-	-	-
ARRA - Stimulus	270,721	210,879	-	127,000	127,000
FEDERAL CATEGORICAL AID	270,721	233,366	-	127,000	127,000
Utilities CIP Fund	15,738,278	20,865,218	-	-	-
Fund Balance/Reserves	-	-	-	364,000	364,000
NON-REVENUE RECEIPTS	15,738,278	20,865,218	-	364,000	364,000
<b>TOTAL UTILITIES</b>	<b>41,611,400</b>	<b>48,889,533</b>	<b>25,469,000</b>	<b>26,347,000</b>	<b>878,000</b>



## Utilities Fund

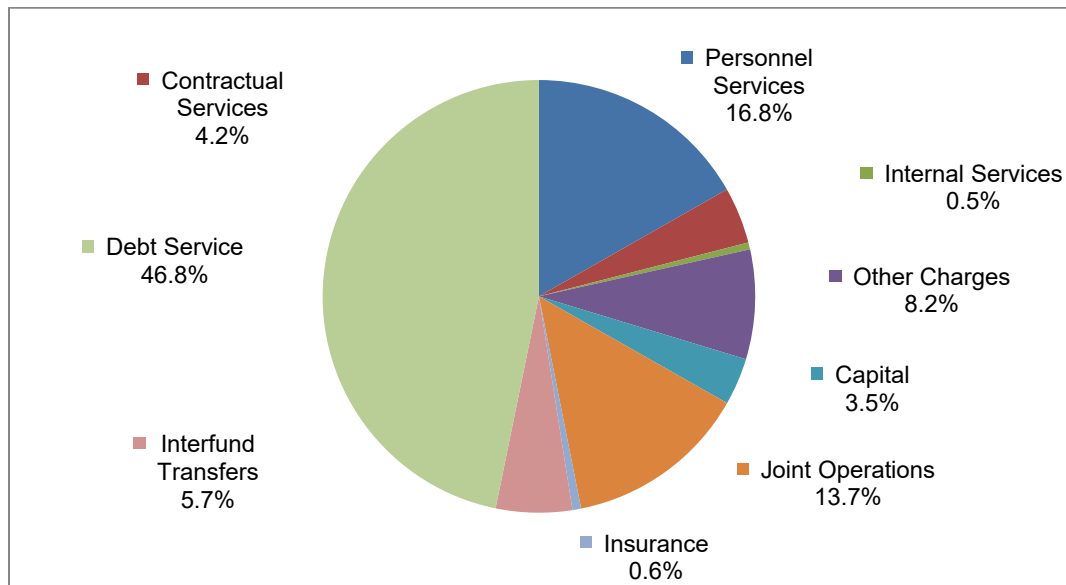
### Expenditure Summary:

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022
			ORIGINAL	ADOPTED	BUDGET
Expenditure by Classification	ACTUAL	ACTUAL	BUDGET	BUDGET	Inc/(Dec)
Personnel Services	3,132,391	3,526,172	4,033,000	4,416,600	383,600
Contractual Services	1,128,787	1,191,806	1,145,700	1,113,700	(32,000)
Internal Services	130,515	130,486	100,500	137,500	37,000
Other Charges	2,010,459	2,073,327	2,323,800	2,154,800	(169,000)
Capital	5,364,668	3,350,345	130,000	928,000	798,000
Joint Operations	3,535,536	3,502,947	3,600,000	3,600,000	-
Insurance	133,411	138,294	168,000	168,000	-
Interfund Transfers	1,400,000	1,581,599	1,500,000	1,500,000	-
Debt Service	4,257,025	3,428,578	12,468,000	12,328,400	(139,600)
<b>TOTAL EXPENDITURES</b>	<b>21,092,792</b>	<b>18,923,554</b>	<b>25,469,000</b>	<b>26,347,000</b>	<b>878,000</b>

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022
			ORIGINAL	ADOPTED	BUDGET
Expenditure by Division	ACTUAL	ACTUAL	BUDGET	BUDGET	Inc/(Dec)
Administration	825,749	754,962	759,900	881,500	121,600
Source of Supply	2,625,132	2,386,431	2,896,600	2,822,200	(74,400)
Transmission/Distribution	2,225,806	2,994,065	3,234,800	4,093,300	858,500
Mechanical & Electrical	454,535	497,609	571,200	672,000	100,800
Engineering	5,635,598	3,639,069	270,500	281,600	11,100
Joint Operations	3,535,536	3,502,947	3,600,000	3,600,000	-
Insurance	133,411	138,294	168,000	168,000	-
Interfund Transfers	1,400,000	1,581,599	1,500,000	1,500,000	-
Debt Service	4,257,025	3,428,578	12,468,000	12,328,400	(139,600)
<b>TOTAL EXPENDITURES</b>	<b>21,092,792</b>	<b>18,923,554</b>	<b>25,469,000</b>	<b>26,347,000</b>	<b>878,000</b>

# Utilities Fund

## FY 2022 Expenditures by Classification



### Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>ADMINISTRATION</b>					
Regular	316,479	344,337	342,279	390,062	47,783
Overtime	11,297	7,661	10,000	10,000	-
FICA	24,005	25,204	23,335	27,084	3,749
VRS-Employer	28,005	30,349	30,754	39,881	9,127
Retirees	49,886	33,244	35,717	35,486	(231)
Insurance-Employer	4,222	4,416	4,484	6,479	1,995
VA Local Disability Plan	1,048	1,033	1,052	1,192	140
Worker's Comp	415	396	391	810	419
Benefits Admin Fee	196	220	223	259	36
Employee Benefits	43,973	60,999	62,854	69,253	6,399
VRS Health Insurance Credit	378	402	411	394	(17)
PERSONNEL	479,904	508,261	511,500	580,900	69,400
Engineering & Architect	16,306	3,671	15,000	15,000	-
Other Professional Services	338	804	-	-	-
Training/Education	8,285	-	5,000	5,000	-
Employment Agencies	35,286	5,543	-	-	-
Vehicle Repair & Maintenance	30	39	500	500	-

# Utilities Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>ADMINISTRATION - continued</b>					
Computer Services	17,211	17,598	16,000	50,000	34,000
Printing & Binding	4,877	4,458	3,000	5,000	2,000
Local Media	1,785	3,809	-	-	-
Contracted Parking	7,810	16,690	12,000	16,200	4,200
Billing Services	53,354	52,490	55,000	55,000	-
CONTRACTUAL SERV	145,282	105,102	106,500	146,700	40,200
Copier Charges	4,236	-	-	-	-
INTERNAL SERVICES	4,236	-	-	-	-
Postal Services	15,164	16,332	8,000	15,000	7,000
Telecommunications	607	415	800	800	-
Lease Office Equipment		1,614		-	-
Land	4,000	4,000	5,000	7,000	2,000
Mileage & Transportation	-	443	1,000	1,000	-
Travel & Training	3,896	3,462	3,200	3,200	-
State Health Dept. Utility Fee	33,810	32,423	34,000	34,000	-
Dues & Memberships	6,140	6,627	7,000	7,000	-
Miscellaneous Charges & Fees	55,768	60,809	65,000	65,000	-
Office Supplies	56,486	4,148	7,000	7,000	-
Food & Food Service	434	240	300	300	-
Vehicle & Equipment Fuels	-	30	100	100	-
Uniforms & Apparel	-	282		-	-
Books & Subscriptions	-	625	500	500	-
Other Operating Supplies	7,958	7,648	8,000	8,000	-
Computer Equipment	12,064	2,501	2,000	5,000	3,000
OTHER CHARGES	196,327	141,599	141,900	153,900	12,000
<b>TOTAL ADMINISTRATION</b>	<b>825,749</b>	<b>754,962</b>	<b>759,900</b>	<b>881,500</b>	<b>121,600</b>
<b>SOURCE OF SUPPLY</b>					
Regular	473,527	465,580	508,541	598,834	90,293
Overtime	86,328	87,670	79,000	30,000	(49,000)
Part-time Non-Classified	19,995	15,087	30,000	-	(30,000)
FICA	44,265	42,759	47,296	46,239	(1,057)
VRS-Employer	41,888	41,167	45,270	58,558	13,288
Retirees	18,288	21,420	22,716	21,015	(1,701)

# Utilities Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>SOURCE OF SUPPLY – cont.</b>					
Insurance-Employer	6,105	5,987	6,597	7,870	1,273
VA Local Disability Plan	1,305	1,331	1,559	2,040	481
Worker's Compensation	7,990	6,404	6,892	7,788	896
Benefits Admin Fee	363	382	414	486	72
Employee Benefits	53,543	73,141	86,014	91,091	5,077
VRS Health Insurance Credit	559	545	601	579	(22)
PERSONNEL	754,156	761,473	834,900	864,500	29,600
Engineering & Architect	14,674	-	-	-	-
Onsite Training	-	768	-	-	-
Employment Agencies	47,858	33,168	-	-	-
Repairs & Maintenance	227,386	111,914	230,000	230,000	-
Landscaping	-	-	1,000	-	(1,000)
Vehicle Repair & Maintenance	1,899	1,979	2,000	2,000	-
Mowing & Trimming	6,647	22,240	8,000	17,000	9,000
Computer Equipment	15,268	16,563	5,000	15,000	10,000
Printing & Binding	574	150	500	500	-
Local Media	615	-	-	-	-
Laundry & Dry Cleaning	902	-	5,000	-	(5,000)
Refuse Service	75,042	50,182	80,000	80,000	-
Lab Services	12,762	7,296	15,000	15,000	-
CONTRACTUAL SERV	403,627	244,260	346,500	359,500	13,000
Fleet Fuel	54,234	45,830	40,000	50,000	10,000
Fleet Parts	22,637	26,040	20,000	27,000	7,000
Fleet Labor	47,417	58,616	40,000	60,000	20,000
INTERNAL SERVICES	124,288	130,486	100,000	137,000	37,000
Electrical Services	552,002	526,619	672,000	575,000	(97,000)
Postal Services	1,898	1,809	1,700	1,700	-
Telecommunications	9,951	10,414	28,400	28,400	-
Equipment Rental	4,907	2,051	5,000	5,000	-
Office Equipment	2,147	2,074	2,800	2,800	-
Mileage & Transportation	-	116	-	-	-

## Utilities Fund

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

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b><i>SOURCE OF SUPPLY - continued</i></b>					
Travel & Training	9,624	7,951	11,000	11,000	-
Dues & Memberships	2,531	300	2,100	2,100	-
Local Real Estate Taxes	48,322	25,344	50,000	30,000	(20,000)
Miscellaneous Charges & Fees	1,089	5	1,000	1,000	-
Office Supplies	1,460	3,060	1,500	1,500	-
Food & Food Service	-	212	200	200	-
Medical & Laboratory	72,825	80,787	45,000	70,000	25,000
Laundry & Janitorial	11,823	13,012	10,000	10,000	-
Repair & Maintenance	146,126	191,796	162,000	175,000	13,000
Vehicle & Equipment Fuels	16,025	8,135	15,000	15,000	-
Vehicle & Equipment	3,135	5,524	2,000	2,000	-
Uniforms & Apparel	5,104	6,655	5,000	5,000	-
Books & Subscriptions	165	429	500	500	-
Other Operating Supplies	4,176	2,597	5,000	5,000	-
Chemicals	430,482	342,577	450,000	375,000	(75,000)
Computer Equipment	19,269	18,745	15,000	20,000	5,000
OTHER CHARGES	1,343,061	1,250,212	1,485,200	1,336,200	(149,000)
Machinery & Equipment	-	-	130,000	125,000	(5,000)
Motor Vehicle & Equipment	-	-	-	-	-
CAPITAL	-	-	130,000	125,000	(5,000)
<b>TOTAL SOURCE OF SUPPLY</b>	<b>2,625,132</b>	<b>2,386,431</b>	<b>2,896,600</b>	<b>2,822,200</b>	<b>(74,400)</b>
<b><i>TRANSMISSION/ DISTRIBUTION</i></b>					
Regular	875,152	1,122,473	1,405,750	1,525,237	119,487
Overtime	151,771	144,671	145,000	145,000	-
FICA	75,759	93,960	118,427	126,968	8,541
VRS-Employer	79,167	100,630	126,392	155,397	29,005
Insurance-Employer	11,537	14,763	18,430	20,356	1,926
VA Local Disability Plan	1,818	2,298	3,685	4,741	1,056
Worker's Compensation	30,099	39,577	46,360	61,753	15,393
Tuition Assistance	-	636	-	-	-
Benefits Admin Fee	754	960	1,247	1,283	36
Employee Benefits	165,278	225,868	287,621	285,046	(2,575)
VRS Health Insurance Credit	1,057	1,333	1,688	1,519	(169)
PERSONNEL	1,392,392	1,747,169	2,154,600	2,327,300	172,700

# Utilities Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>TRANSMISSION/ DISTRIBUTION - continued</b>					
Health Care Services	87	-	-	-	-
Other Professional Services	-	340	-	-	-
Onsite Training	2,310	250	7,000	7,000	-
Repair & Maintenance	431,144	614,415	486,000	400,000	(86,000)
Vehicle Repairs & Maint	20,600	61,802	40,000	50,000	10,000
Mowing & Trimming	15,793	12,923	27,400	16,000	(11,400)
Computer Services	-	-	5,000	5,000	-
Printing & Binding	3,284	3,671	1,200	1,200	-
Advertising	-	-	300	-	(300)
Laundry & Dry Cleaning	-	49	-	-	-
Sanitary Landfill Usage	-	42	5,000	500	(4,500)
Refuse Service	1,515	1,840	1,200	1,200	-
Miss Utility Service	6,130	10,842	5,000	12,000	7,000
CONTRACTUAL SERV	480,863	706,174	578,100	492,900	(85,200)
Electrical Services	8,134	8,795	9,000	9,000	-
Heating Services	2,620	2,307	2,500	2,500	-
Water & Sewer	2,193	2,127	2,200	2,200	-
Postal Services	2,215	632	800	800	-
Telecommunications	5,886	5,167	6,000	6,000	-
Property Insurance	19,853	26,638	20,000	28,000	8,000
Equipment Rental	1,474	11,621	7,500	7,500	-
Office Equipment	2,981	3,309	2,100	2,100	-
Lease/Rent of Buildings	1,579	1,456	1,500	1,500	-
Mileage & Transportation	-	107	1,000	1,000	-
Travel & Training	5,027	8,402	10,000	10,000	-
Dues & Memberships	106	-	500	500	-
Miscellaneous Charges & Fees	702	755	1,500	1,500	-
Office Supplies	4,617	4,186	5,000	5,000	-
Food & Food Service	1,123	1,061	500	500	-
Landscaping/Agricultural	207	2,871	-	-	-
Medical & Laboratory	941	4,320	500	500	-
Laundry & Janitorial Services	4,589	6,880	5,000	5,000	-
Repair & Maintenance	214,737	328,326	340,000	300,000	(40,000)
Vehicle & Equipment Fuels	572	972	2,000	2,000	-
Vehicle & Equipment	10,821	26,165	17,000	17,000	-
Uniforms & Apparel	20,362	23,748	18,000	18,000	-
Books & Subscriptions	151	256	300	300	-

# Utilities Fund

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022
EXPENDITURES	ACTUAL	ACTUAL	ORIGINAL BUDGET	ADOPTED BUDGET	BUDGET Inc/(Dec)
<b><i>TRANSMISSION/ DISTRIBUTION - continued</i></b>					
Other Operating Supplies	4,082	6,968	3,500	3,500	-
Streets & Sidewalks	35,016	45,812	40,000	40,000	-
Chemicals	1,951	1,395	1,700	1,700	-
Computer Equipment	612	16,446	4,000	4,000	-
OTHER CHARGES	352,551	540,722	502,100	470,100	(32,000)
Machinery & Equipment	-	-	-	113,000	113,000
Motor Vehicle & Equipment	-	-	-	690,000	690,000
CAPITAL	-	-	-	803,000	803,000
<b>TOTAL TRANSMISSION/DISTRIBUTION</b>	<b>2,225,806</b>	<b>2,994,065</b>	<b>3,234,800</b>	<b>4,093,300</b>	<b>858,500</b>
<b><i>MECHANICAL &amp; ELECTRICAL</i></b>					
Regular	153,698	174,722	183,550	253,663	70,113
Overtime	45,795	30,364	40,000	40,000	-
FICA	14,794	15,176	16,587	22,153	5,566
VRS-Employer	13,198	16,236	16,497	25,886	9,389
Insurance-Employer	1,921	2,362	2,404	3,391	987
State Unemployment Tax	-	731	-	956	251
VA Local Disability Plan	742	1,251	705	-	-
Worker's Compensation	1,997	2,107	1,650	3,464	1,814
Benefits Admin Fee	118	143	144	180	36
Employee Benefits	35,637	44,169	41,343	53,954	12,611
VRS Health Insurance Credit	177	216	220	253	33
PERSONNEL	268,077	287,477	303,100	403,900	100,800
Repairs & Maintenance	71,412	73,000	69,000	69,000	-
Vehicle & Equipment	3,106	1,989	7,000	7,000	-
Mowing & Trimming	6,460	4,285	8,500	8,500	-
CONTRACTUAL SERV	80,978	79,274	84,500	84,500	-
Electrical Services	71,377	72,593	80,000	80,000	-
Heating Services	80	-	-	-	-
Postal Services	-	450	-	-	-
Telecommunications	-	-	24,300	24,300	-
Equipment Lease	-	-	2,000	2,000	-
Travel & Training	4,115	467	12,000	12,000	-

# Utilities Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>MECHANICAL &amp; ELECT - continued</b>					
Office Supplies	-	-	500	500	-
Medical & Laboratory	927	187	-	-	-
Laundry & Janitorial	-	61	1,000	1,000	-
Repair & Maintenance	24,297	43,221	52,000	52,000	-
Vehicle & Equip Fuels	2,565	415	2,800	2,800	-
Vehicle Repair & Maintenance	645	654	500	500	-
Uniforms & Apparel	1,469	8,564	5,000	5,000	-
Books & Subscription	-	-	1,000	1,000	-
Other Operating Supplies	5	1,854	500	500	-
Computer Equipment	-	2,392	2,000	2,000	-
OTHER CHARGES	105,480	130,858	183,600	183,600	-
Motor Vehicle & Equipment	-	-	-	-	-
CAPITAL	-	-	-	-	-
<b>TOTAL MECHANICAL &amp; ELEC</b>	<b>454,535</b>	<b>497,609</b>	<b>571,200</b>	<b>672,000</b>	<b>100,800</b>
<b>ENGINEERING</b>					
Regular	173,722	169,794	178,194	184,824	6,630
Overtime	126	2,123	1,000	1,000	-
Non-Classified Part-time	2,194	2,768	-	-	-
FICA	12,456	13,188	13,531	14,613	1,082
VRS-Employer	15,687	15,294	16,020	18,907	2,887
Insurance-Employer	2,286	2,225	2,334	2,476	142
VA Local Disability Plan	656	449	488	486	(2)
Worker's Compensation	752	2,002	2,081	2,741	660
Benefits Admin Fee	108	102	108	108	-
Employee Benefits	29,666	13,644	14,930	14,660	(270)
VRS Health Insurance Credit	209	203	214	185	(29)
PERSONNEL	237,862	221,792	228,900	240,000	11,100
Engineering & Architect	9,533	42,142	25,000	25,000	-
Repairs & Maintenance	856	-	-	-	-
Vehicle Repairs & Maintenance	-	-	500	500	-
Computer Services	7,115	14,563	4,000	4,000	-
Printing & Binding	44	4	100	100	-
Lab Services	489	287	500	500	-
CONTRACTUAL SERV	18,037	56,996	30,100	30,100	-



## Utilities Fund

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
<b><i>ENGINEERING - continued</i></b>					
Copier Charges	1,991	-	500	500	-
INTERNAL SERVICES	1,991	-	500	500	-
Postal Services	71	426	200	200	-
Office Lease Equipment	-	1,614	-	-	-
Mileage & Transportation	-	57	200	200	-
Travel & Training	3,498	4,602	5,000	5,000	-
Dues & Memberships	396	210	500	500	-
Court Filing Fees	1,410	1,417	500	500	-
Office Supplies	176	484	500	500	-
Food & Food Service	406	-	1,000	1,000	-
Vehicle & Equipment Fuels	43	31	200	200	-
Vehicle & Equipment Supplies	-	-	100	100	-
Uniforms & Apparel	156	-	500	500	-
Books & Subscriptions	50	-	300	300	-
Other Operating Supplies	3,161	1,095	2,000	2,000	-
Computer Equipment	3,673	-	-	-	-
OTHER CHARGES	13,040	9,936	11,000	11,000	-
Motor Vehicle & Equipment	-	-	-	-	-
Depreciation Expense	5,364,668	3,350,345	-	-	-
CAPITAL	5,364,668	3,350,345	-	-	-
<b>TOTAL ENGINEERING</b>	<b>5,635,598</b>	<b>3,639,069</b>	<b>270,500</b>	<b>281,600</b>	<b>11,100</b>
<b><i>OTHER</i></b>					
Fund Balance - Reserves	-	-	-	-	-
OTHER CHARGES	-	-	-	-	-
<b>TOTAL OTHER</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><i>JOINT OPERATIONS</i></b>					
FWSA Service Charge	3,535,536	3,502,947	3,600,000	3,600,000	-
OTHER CHARGES	3,535,536	3,502,947	3,600,000	3,600,000	-
<b>TOTAL JOINT OPERATIONS</b>	<b>3,535,536</b>	<b>3,502,947</b>	<b>3,600,000</b>	<b>3,600,000</b>	<b>-</b>

## Utilities Fund

### Expenditure Detail - continued:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>INSURANCE</b>					
Property Insurance	54,142	60,579	65,000	65,000	-
Motor Vehicle Insurance	23,523	21,526	28,000	28,000	-
General Liability	55,746	56,189	75,000	75,000	-
OTHER CHARGES	133,411	138,294	168,000	168,000	-
<b>TOTAL INSURANCE</b>	<b>133,411</b>	<b>138,294</b>	<b>168,000</b>	<b>168,000</b>	<b>-</b>
<b>INTERFUND</b>					
General Fund	1,400,000	1,400,000	1,500,000	1,500,000	-
Capital Improvement Fund	-	181,599	-	-	-
TRANSFERS	1,400,000	1,581,599	1,500,000	1,500,000	-
<b>TOTAL INTERFUND</b>	<b>1,400,000</b>	<b>1,581,599</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>-</b>
<b>DEBT</b>					
Principal - Bonds	-	-	5,862,000	6,009,600	147,600
Interest - Bonds	2,876,248	1,946,786	3,908,000	3,622,000	(286,000)
Bond Issuance Costs	-	98,861	-	-	-
FWSA Debt	1,380,777	1,382,931	2,698,000	2,696,800	(1,200)
<b>DEBT SERVICE</b>	<b>4,257,025</b>	<b>3,428,578</b>	<b>12,468,000</b>	<b>12,328,400</b>	<b>(139,600)</b>
<b>TOTAL UTILITIES FUND</b>	<b>21,092,792</b>	<b>18,923,554</b>	<b>25,469,000</b>	<b>26,347,000</b>	<b>878,000</b>

## Utilities Capital Improvement Fund

### **Revenue Detail:**

REVENUE	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Interest Earnings	888,616	311,352	-	-	-
CHARGES FOR SERVICE	888,616	311,352	-	-	-
Availability Fee -Water	95,200	239,575	-	-	-
Availability Fee - Sewer	124,800	312,000	-	-	-
CHARGES FOR SERVICE	220,000	551,575	-	-	-
Recovered Costs	6,388	-	-	-	-
RECOVERED COSTS	6,388	-	-	-	-
Sale of Bonds	-	-	37,300,000	-	(37,300,000)
Fund Balance	-	-	-	12,300,000	12,300,000
NON-REVENUE RECEIPTS	-	-	37,300,000	12,300,000	(25,000,000)
<b>TOTAL REV CAP IMPROV</b>	<b>1,115,004</b>	<b>862,927</b>	<b>37,300,000</b>	<b>12,300,000</b>	<b>(25,000,000)</b>

### **Expenditure Detail:**

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
CAPITAL PROJECTS					
Infrastructure Improvement	-	-	27,200,000	5,800,000	(21,400,000)
Water Meter Replacement	-	-	7,000,000	5,000,000	(2,000,000)
Sanitary Sewer Improvements	-	-	3,100,000	1,500,000	(1,600,000)
CAPITAL	-	-	37,300,000	12,300,000	(25,000,000)
INTERFUND					
Utilities Operating	15,738,741	20,864,218	-	-	-
TRANSFERS	15,738,741	20,864,218	-	-	-
DEBT					
Bonds - Interest	1,525,894	1,625,213	-	-	-
Bond Issuance Costs	50	-	-	-	-
TRANSFERS	1,525,944	1,625,213	-	-	-
<b>TOTAL CAPITAL IMPROV FUND</b>	<b>17,264,685</b>	<b>22,489,431</b>	<b>37,300,000</b>	<b>12,300,000</b>	<b>(25,000,000)</b>

## Employee Benefits Fund

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

### Revenue and Expenditure Summary:

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>Revenue by Classification</b>					
Use of Money	8,995	3,503	8,000	8,000	-
Recovered Costs	463,117	450,714	500,000	600,000	100,000
Non-Revenue Receipts	-	-	350,000	275,000	(75,000)
<b>TOTAL REVENUE</b>	<b>472,112</b>	<b>454,217</b>	<b>858,000</b>	<b>883,000</b>	<b>25,000</b>
<b>Expenditure by Classification</b>					
Personnel Services	265,047	206,327	272,100	275,300	3,200
Contractual Services	471,319	593,218	585,900	607,700	21,800
Other Charges	23,686	-	-	-	-
Transfers	124,000	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>884,052</b>	<b>799,545</b>	<b>858,000</b>	<b>883,000</b>	<b>25,000</b>

### Revenue Detail:

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>REVENUE</b>					
Interest Earnings	8,995	3,503	10,000	8,000	-
USE OF MONEY	8,995	3,503	10,000	8,000	-
Miscellaneous Revenue	22,581	11,774	-	-	-
Worker's Compensation	440,536	438,940	475,000	600,000	100,000
RECOVERED COSTS	463,117	450,714	475,000	600,000	100,000
Fund Balance	-	-	373,000	275,000	(75,000)
NON-REVENUE RECEIPTS	-	-	373,000	275,000	(75,000)
<b>TOTAL EMPLOYEE BENEFITS</b>	<b>472,112</b>	<b>454,217</b>	<b>858,000</b>	<b>883,000</b>	<b>25,000</b>

## Employee Benefits Fund

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Retirees	265,047	206,327	272,100	275,300	3,200
PERSONNEL	265,047	206,327	272,100	275,300	3,200
Health Insurance Charges	14,906	25,352	10,900	22,700	11,800
Other Professional Services	2,163	-	-	-	-
Worker's Compensation	444,999	563,466	575,000	585,000	10,000
Food & Food Service	9,251	4,400	-	-	-
CONTRACTUAL SERVICES	471,319	593,218	585,900	607,700	21,800
Training & Education	9,130	-	-	-	-
Awards, Plaques & Other	14,556	-	-	-	-
OTHER CHARGES	23,686	-	-	-	-
General Fund	124,000	-	-	-	-
TRANSFERS	124,000	-	-	-	-
<b>TOTAL EMPLOYEE BENEFITS</b>	<b>884,052</b>	<b>799,545</b>	<b>858,000</b>	<b>883,000</b>	<b>25,000</b>

## Equipment Maintenance Fund

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

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

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

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

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>Revenue by Classification</b>					
Use of Money	1,370	1,431	-	-	-
Recovered Costs	1,850,487	1,590,833	1,868,300	1,724,000	(144,300)
Non-Revenue Receipts	-	-	24,700	-	(24,700)
<b>TOTAL REVENUE</b>	<b>1,851,857</b>	<b>1,592,264</b>	<b>1,893,000</b>	<b>1,724,000</b>	<b>(169,000)</b>
<b>Expenditure by Classification</b>					
Personnel Services	493,213	555,058	590,600	613,100	22,500
Contractual Services	321,596	275,922	340,200	302,200	(38,000)
Internal Services	6,483	40,960	33,000	33,000	-
Other Charges	942,244	740,218	874,200	775,700	(98,500)
Capital	-	-	55,000	-	(55,000)
Depreciation	10,156	10,156	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>1,773,692</b>	<b>1,622,314</b>	<b>1,893,000</b>	<b>1,724,000</b>	<b>(169,000)</b>

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

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Equipment Fund	9.0	9.0	9.0	9.0	0
<b>Total</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>0</b>

## Equipment Maintenance Fund

### **Revenue Detail:**

REVENUE	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Interest Earnings	1,370	1,431	-	-	-
USE OF MONEY	1,370	1,431	-	-	-
Sales of Surplus Property	1,022	2,775	-	-	-
MISCELLANEOUS REVENUE	1,022	2,775	-	-	-
Fuel	552,227	430,878	550,000	486,000	(64,000)
Labor	857,471	802,717	898,300	869,000	(29,300)
Parts	439,767	357,238	420,000	369,000	(51,000)
RECOVERED COSTS	1,850,487	1,590,833	1,868,300	1,724,000	(144,300)
Public Assistance		936			
Reserves	-	-	24,700	-	(24,700)
NON-REVENUE RECEIPTS	-	-	24,700	-	(24,700)
<b>TOTAL EQUIPMENT FUND</b>	<b>1,851,857</b>	<b>1,595,975</b>	<b>1,893,000</b>	<b>1,724,000</b>	<b>(169,000)</b>

### **Expenditure Detail:**

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Regular	316,640	368,367	387,608	405,903	18,295
Overtime	39,638	16,519	20,000	20,000	-
FICA	26,236	28,023	29,824	31,688	1,864
VRS-Employer	27,369	33,297	34,846	41,524	6,678
Retirees	7,142	3,953	5,212	5,274	62
Insurance-Employer	3,988	4,851	5,078	5,439	361
VA Local Disability Plan	1,793	1,657	1,711	1,808	97
State Unemployment Tax	1,423	97	-	-	-
Worker's Compensation	4,791	5,197	5,219	6,830	1,611
Benefits Admin Fee	268	316	331	331	-
Employee Benefits	63,558	92,338	100,295	93,896	(6,399)
VRS Health Insurance Credit	367	443	476	407	(69)
PERSONNEL	493,213	555,058	590,600	613,100	22,500

# Equipment Maintenance Fund

## Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Repairs & Maintenance	8,908	6,270	15,000	10,000	(5,000)
Vehicle Repair & Maintenance	303,985	251,397	308,000	275,000	(33,000)
Computer Services	-	5,654	7,000	7,000	-
Printing & Binding	90	-	100	100	-
Laundry & Dry Cleaning	7,652	11,359	9,000	9,000	-
Refuse	961	1,242	1,100	1,100	-
CONTRACTUAL SERV	321,596	275,922	340,200	302,200	(38,000)
Fleet Fuel	1,815	2,064	3,000	3,000	-
Fleet Parts	1,094	3,494	3,000	3,000	-
Fleet Labor	3,574	3,510	6,000	6,000	-
Billing Clearing Account	-	31,892	21,000	21,000	-
INTERNAL SERVICES	6,483	40,960	33,000	33,000	-
Electrical Services	11,658	9,827	14,000	12,500	(1,500)
Heating Services	6,411	4,246	7,000	7,000	-
Water & Sewer	3,570	3,316	4,000	4,000	-
Telecommunications	3,246	2,332	3,500	3,000	(500)
Property Insurance	934	1,016	1,200	1,200	-
Motor Vehicle Insurance	498	1,432	1,700	1,700	-
General Liability Insurance	1,948	1,495	2,100	2,100	-
Lease of Equipment	697	-	-	-	-
Mileage	1,865	2,080	500	500	-
Travel & Training	2,875	2,768	1,500	1,500	-
Miscellaneous Charges & Fees	42	224	-	500	500
Office Supplies	1,199	990	1,800	1,800	-
Food & Food Service	231	135	200	200	-
Medical & Laboratory	291	440	300	300	-
Laundry & Janitorial Services	1,997	1,706	1,500	1,500	-
Building Repair & Maintenance	1,258	-	1,500	1,500	-
Vehicle & Equipment Fuels	502,546	399,593	500,000	425,000	(75,000)
Vehicle & Equipment Parts	393,963	301,368	325,000	300,000	(25,000)
Uniforms & Apparel	3,172	3,132	3,000	3,000	-
Other Operating Supplies	3,302	2,819	4,000	7,000	3,000
Computer Supplies	541	1,299	1,400	1,400	-
OTHER CHARGES	942,244	740,218	874,200	775,700	(98,500)



## Equipment Maintenance Fund

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

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Machinery & Equipment	-	-	55,000	-	(55,000)
Depreciation Expense	10,156	10,156	-	-	-
CAPITAL	10,156	10,156	55,000	-	(55,000)
<b>TOTAL EQUIPMENT FUND</b>	<b>1,773,692</b>	<b>1,622,314</b>	<b>1,893,000</b>	<b>1,724,000</b>	<b>(169,000)</b>

## Northwestern Regional Jail Authority Construction Fund

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

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

REVENUE	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Interest Earnings	41,061	59,642	-	-	-
USE OF MONEY	41,061	59,642	-	-	-
Debt Service	1,217,739	1,222,648	1,215,000	1,217,000	2,000
CHARGES FOR SERVICES	1,217,739	1,222,648	1,215,000	1,217,000	2,000
<b>TOTAL REVENUE</b>	<b>1,258,800</b>	<b>1,282,290</b>	<b>1,215,000</b>	<b>1,217,000</b>	<b>2,000</b>

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Principal	765,000	790,000	790,000	820,000	30,000
Interest	463,074	440,125	425,000	397,000	(28,000)
DEBT SERVICES	1,228,074	1,230,125	1,215,000	1,217,000	2,000
<b>TOTAL EXPENDITURES</b>	<b>1,228,074</b>	<b>1,230,125</b>	<b>1,215,000</b>	<b>1,217,000</b>	<b>2,000</b>

## Frederick-Winchester Service Authority Fund

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

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

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

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

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>Revenue by Classification</b>					
Charges for Services	6,574,956	5,549,029	6,341,000	6,287,000	(54,000)
<b>TOTAL REVENUE</b>	<b>6,574,956</b>	<b>5,549,029</b>	<b>6,341,000</b>	<b>6,287,000</b>	<b>(54,000)</b>
<b>Expenditure by Classification</b>					
Personnel Services	1,670,343	1,778,302	2,056,300	2,020,100	(36,200)
Contractual Services	1,437,137	1,406,884	1,705,000	1,541,000	(164,000)
Internal Services	53,444	40,742	32,500	47,500	15,000
Other Charges	2,747,443	2,243,831	2,422,200	2,340,400	(81,800)
Capital	668,073	111,246	125,000	338,000	213,000
<b>TOTAL EXPENDITURES</b>	<b>6,576,440</b>	<b>6,576,440</b>	<b>6,341,000</b>	<b>6,287,000</b>	<b>(54,000)</b>

# Frederick-Winchester Service Authority Fund

## Staffing Summary:

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2021	Inc/(Dec)
Equipment Fund	27.5	28.5	28.5	28.5	0
Authority Staff	2.0	2.0	1.5	1.5	0
<b>Total</b>	<b>29.5</b>	<b>30.5</b>	<b>30.0</b>	<b>30.0</b>	<b>0</b>

## Revenue Detail:

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
REVENUE					
Charges for Services	6,574,956	5,549,029	6,341,000	6,287,000	(54,000)
Recovered Costs	1,482	-	-	-	-
<b>TOTAL FWSA FUND</b>	<b>6,576,438</b>	<b>5,549,029</b>	<b>6,341,000</b>	<b>6,287,000</b>	<b>(54,000)</b>

## Expenditure Detail:

	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
EXPENDITURES					
Regular	1,072,144	1,142,829	1,262,835	1,263,031	196
Overtime	111,493	88,565	100,000	100,000	-
Part-Time	-	10,208	40,800	40,800	-
FICA	87,490	91,862	104,701	106,972	2,271
VRS-Employer	92,673	104,224	113,416	128,755	15,339
Retiree Health Insurance	-	11,858	15,636	15,823	187
Insurance-Employer	13,507	15,165	16,527	16,866	339
VA Local Disability Plan	2,227	2,934	3,335	3,692	357
Worker's Compensation	10,244	11,154	12,830	15,337	2,507
Benefits Admin Fee	838	947	1,033	997	(36)
Employee Benefits	172,484	223,244	255,443	247,467	(7,976)
VRS Health Insurance Credit	1,236	1,380	1,544	1,260	(284)
<b>PERSONNEL</b>	<b>1,564,336</b>	<b>1,704,370</b>	<b>1,928,100</b>	<b>1,941,000</b>	<b>12,900</b>
Health Care Services	2,989	-	3,000	3,000	-
Engineering & Architect	-	505	65,000	65,000	-
Other Professional Services	125,019	-	-	-	-

# Frederick-Winchester Service Authority Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Onsite Training & Education		3,047	10,000	10,000	-
Employment Agencies	83,906	31,286	10,000	10,000	-
Repairs & Maintenance	247,094	391,981	648,000	450,000	(198,000)
Landscaping	11,844	3,070	13,500	13,500	-
Vehicle Repair & Maintenance	20,564	27,965	20,000	20,000	-
Mowing & Trimming	36,368	31,825	32,000	32,000	-
Computer Services	45,091	29,337	36,000	36,000	-
Printing & Binding	1,464	1,997	2,000	2,000	-
Advertising	-	300	500	500	-
Laundry & Dry Cleaning	623	-	1,000	1,000	-
Sanitary Landfill Usage	802,090	815,039	800,000	825,000	25,000
Refuse Service	23,840	23,508	24,000	28,000	4,000
Lab Services	36,245	47,024	40,000	45,000	5,000
CONTRACTUAL SERV	1,437,137	1,406,884	1,705,000	1,541,000	(164,000)
Fleet Fuel	23,707	22,260	15,000	15,000	-
Fleet Parts	6,570	5,583	7,500	7,500	-
Fleet Labor	23,167	12,899	10,000	10,000	-
INTERNAL SERVICES	53,444	40,742	32,500	32,500	-
Electrical Services	493,396	375,838	440,000	455,000	15,000
Heating Services	23,664	25,155	31,500	31,500	-
Postal Services	2,913	1,352	3,000	4,000	1,000
Telecommunications	31,200	29,670	31,000	30,000	(1,000)
Motor Vehicle Insurance	8,737	5,572	6,000	6,000	-
General Liability Insurance	6,648	5,732	12,000	12,000	-
Equipment Rental	4,529	6,993	5,400	5,400	-
Office Equipment Rental	2,278	2,199	2,500	2,500	-
Mileage	908	861	1,800	1,500	(300)
Travel & Training	9,899	5,798	11,000	6,000	(5,000)
Dues & Memberships	11,697	8,806	7,000	9,000	2,000
Misc. Charges & Fees	6,062	219	-	-	-
Office Supplies	4,907	3,922	2,500	4,000	1,500
Food & Food Service	4,969	5,018	5,000	5,000	-
Landscaping Supplies	-	-	2,000	2,000	-
Medical & Laboratory Supplies	44,127	41,990	51,000	51,000	-
Laundry & Janitorial Services	11,204	16,018	13,500	13,500	-
Building Repair & Maintenance	455,759	448,720	450,000	450,000	-
Vehicle & Equipment Fuels	10,114	21,465	6,000	6,000	-

# Frederick-Winchester Service Authority Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Vehicle & Equipment	3,301	2,704	5,500	5,500	-
Uniforms & Apparel	12,278	11,984	9,500	9,500	-
Books & Subscriptions	214	323	1,500	1,500	-
Other Operating Supplies	7,941	13,648	4,500	4,500	-
Chemicals	1,576,205	1,179,577	1,300,000	1,200,000	(100,000)
Computer Supplies	14,493	30,267	20,000	25,000	5,000
OTHER CHARGES	2,747,443	2,243,831	2,422,200	2,340,400	(81,800)
Machinery & Equipment	488,807	10,091	-	175,000	175,000
Motor Vehicle & Equipment	179,266	101,155	-	38,000	38,000
Computer Equipment	-	-	125,000	125,000	-
CAPITAL	668,073	111,246	125,000	338,000	213,000
<b>TOTAL FWSA ADMIN</b>	<b>6,470,433</b>	<b>5,507,073</b>	<b>6,212,800</b>	<b>6,207,900</b>	<b>(4,900)</b>
Regular	56,710	34,579	53,954	20,590	(33,364)
Part-time	31,365	27,995	53,040	46,640	(6,400)
FICA	6,705	4,760	8,237	4,998	(3,239)
VRS-Employer	4,534	2,682	4,940	2,106	(2,834)
VRS Insurance-Employer	661	391	720	(254)	(974)
VA Local Disability Plan	-	-	-	105	105
Worker's Compensation	55	38	65	69	4
Benefits Admin Fee	33	18	36	18	(18)
Employee Benefits	5,883	3,433	7,140	4,802	(2,338)
VRS Health Insurance Credit	61	36	68	26	(42)
PERSONNEL	106,007	73,932	128,200	79,100	(49,100)
<b>TOTAL FWSA AUTHORITY</b>	<b>106,007</b>	<b>73,932</b>	<b>128,200</b>	<b>79,100</b>	<b>(49,100)</b>
<b>TOTAL EXPENDITURES FWSA</b>	<b>6,576,440</b>	<b>5,581,005</b>	<b>6,341,000</b>	<b>6,287,000</b>	<b>(54,000)</b>

## Northwestern Regional Juvenile Detention Center

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

### ***Goals:***

- Enhance the quality services offered to the residents and families 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.

### ***Indicators:***

<b>Admissions</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021 Estimated</b>	<b>FY 2022 Projected</b>
Clarke County	4	6	2	1	4
Frederick County	70	45	38	37	40
Page County	48	29	20	18	20
Shenandoah County	88	92	62	46	65
Warren County	26	23	30	28	30
Winchester City	74	51	42	47	50
Other Jurisdictions	8	4	2	4	10
<b>Total Admissions</b>	<b>318</b>	<b>250</b>	<b>196</b>	<b>181</b>	<b>219</b>

<b>Child Care Days (Utilization)</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021 Estimated</b>	<b>FY 2022 Projected</b>
Clarke County	37	181	31	1	40
Frederick County	1,196	1,344	815	490	700
Page County	630	453	388	260	370
Shenandoah County	1,493	1,284	1,281	1,091	1,200
Warren County	550	520	510	314	450
Winchester City	1,254	787	998	1,031	950
Other Jurisdictions	111	64	42	61	100
<b>Total Admissions</b>	<b>5,161</b>	<b>4,633</b>	<b>4,065</b>	<b>3,248</b>	<b>3,810</b>

FY2021 Estimates reflect COVID-19

# Northwestern Regional Juvenile Detention Center

## ***Staffing Summary:***

Full-Time Employees	FY 2019	FY 2020	FY 2021	FY 2022	Inc/(Dec)
Juvenile Detention Staff	35.0	35.0	35.0	35.0	0
<b>Total</b>	<b>35.0</b>	<b>35.0</b>	<b>35.0</b>	<b>35.0</b>	<b>0</b>

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022
Revenue by Classification	ACTUAL	ACTUAL	ORIGINAL BUDGET	ADOPTED BUDGET	BUDGET Inc/(Dec)
Use of Money	14,280	9,956	12,000	11,870	(130)
Charges for Services	1,991,707	1,956,690	2,224,098	2,079,771	(144,327)
Recovered Costs	63,044	61,002	55,000	55,000	-
State Revenue	817,983	820,287	807,902	806,689	(1,213)
Federal Revenue	20,384	54,293	20,000	223,670	203,670
Non-Revenue Receipts	-	-	-	84,000	84,000
<b>TOTAL REVENUE</b>	<b>2,907,398</b>	<b>2,902,228</b>	<b>3,119,000</b>	<b>3,261,000</b>	<b>142,000</b>

### **Expenditure by Classification**

Personnel Services	2,560,447	2,707,893	2,731,710	2,784,580	52,870
Contractual Services	181,564	168,638	226,090	230,100	4,010
Internal Services	913	5,848	3,000	3,000	-
Other Charges	123,071	123,082	158,200	243,320	85,120
Capital	17,645	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>2,883,640</b>	<b>3,002,461</b>	<b>3,119,000</b>	<b>3,261,000</b>	<b>142,000</b>



# Northwestern Regional Juvenile Detention Center

## **Revenue Detail:**

<b>EXPENDITURES</b>	<b>FY 2019 ACTUAL</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 ORIGINAL BUDGET</b>	<b>FY 2022 ADOPTED BUDGET</b>	<b>FY 2022 BUDGET Inc/(Dec)</b>
Interest Earnings	14,280	9,956	12,000	11,870	(130)
USE OF MONEY	14,280	9,956	12,000	11,870	(130)
Clarke County	13,179	17,219	36,475	37,700	1,225
Frederick County	353,362	439,473	552,244	479,829	(72,415)
Page County	201,195	202,909	214,848	210,720	(4,128)
Shenandoah County	534,010	519,697	645,211	646,566	1,355
Warren County	382,242	344,769	322,716	234,321	(88,395)
Winchester	507,719	432,623	452,604	470,635	18,031
CHARGES FOR SERVICES	1,991,707	1,956,690	2,224,098	2,079,771	(144,327)
Miscellaneous Revenue	55,000	53,726	55,000	55,000	-
VML Grant	2,000	-	-	-	-
Child Care Days	6,044	7,276	-	-	-
RECOVERED COSTS	63,044	61,002	55,000	55,000	-
Block Grant	817,983	817,287	807,902	806,689	(1,213)
Juvenile Detention Ward Days	-	3,000	-	-	-
STATE REVENUE	817,983	820,287	807,902	806,689	(1,213)
USDA Food Services	20,384	24,371	20,000	20,000	-
Federal Contract	-	-	-	203,670	203,670
Public Assistance	-	29,922	-	-	-
FEDERAL REVENUE	20,384	54,293	20,000	223,670	203,670
Fund Balance	-	-	-	84,000	84,000
NON-REVENUE RECEIPTS	-	-	-	84,000	84,000
<b>TOTAL NRJDC FUND</b>	<b>2,907,398</b>	<b>2,902,228</b>	<b>3,119,000</b>	<b>3,261,000</b>	<b>142,000</b>

# Northwestern Regional Juvenile Detention Center

## Expenditure Detail:

EXPENDITURES	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
Regular	1,726,266	1,782,409	1,805,797	1,851,936	46,139
Overtime	167,149	173,639	121,023	123,443	2,420
Part-time Non-Classified	32,877	34,625	46,821	47,757	936
FICA	142,350	147,234	143,027	144,958	1,931
VRS-Employer	154,755	157,363	161,699	189,454	27,755
Retirees	-	22,925	30,230	30,591	361
Insurance-Employer	22,552	22,870	23,564	24,816	1,252
VA Local Disability Plan	2,455	1,900	1,968	2,519	551
Worker's Compensation	27,496	30,232	21,664	28,077	6,413
Benefits Admin Fee	1,254	1,230	1,260	1,260	-
Employee Benefits	281,227	331,383	372,455	337,917	(34,538)
VRS Health Insurance Credit	2,066	2,083	2,202	1,852	(350)
PERSONNEL	2,560,447	2,707,893	2,731,710	2,784,580	52,870
Health Care Services	-	-	5,000	5,000	-
Accounting and Auditing	5,700	5,800	5,000	6,000	1,000
Health Services - Residents	54,639	57,596	60,240	63,250	3,010
Legal Services	-	-	1,500	1,500	-
Other Professional Services	3,843	1,163	6,000	6,000	-
On-site Training	764	684	1,000	1,000	-
Repairs & Maintenance	14,945	6,294	20,000	20,000	-
Vehicle Repair & Maintenance	-	-	500	500	-
Computer Services	15,828	18,890	13,000	16,000	3,000
Printing & Binding	524	183	200	200	-
Local Media	-	-	150	150	-
Overpopulation Charges	-	-	9,000	6,000	(3,000)
Other Purchased Services	81,157	73,747	100,000	100,000	-
Refuse Service	4,164	4,281	4,500	4,500	-
CONTRACTUAL SERVICES	181,564	168,638	226,090	230,100	4,010
Fleet Fuel	266	217	1,000	1,000	-
Fleet Parts	200	776	1,000	1,000	-
Fleet Labor	447	1,855	1,000	1,000	-
INTERNAL SERVICES	913	2,848	3,000	3,000	-

# Northwestern Regional Juvenile Detention Center

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022
	ACTUAL	ACTUAL	ORIGINAL	ADOPTED	BUDGET
EXPENDITURES			BUDGET	BUDGET	Inc/(Dec)
Electrical Services	25,766	24,918	30,000	30,000	-
Heating Services	8,235	5,907	7,500	7,500	-
Postal Services	473	242	800	800	-
Telecommunications	10,741	10,862	12,000	12,000	-
Boiler Insurance	543	567	700	700	-
Other Property Insurance	4,868	4,898	5,000	5,100	100
Motor Vehicle Insurance	903	945	1,450	1,450	-
Public Official Liability	1,484	757	900	900	-
General Liability Insurance	3,589	3,912	5,500	6,000	500
Fidelity & Crime/Surety	308	325	330	350	20
Office Equipment Rental	5,024	5,063	5,500	5,500	-
Mileage	2,305	1,164	2,500	2,500	-
Travel & Training	8,063	2,544	8,500	8,500	-
Banking Fees	-	-	150	150	-
Dues & Memberships	300	505	500	500	-
Background Checks	130	120	400	400	-
Office Supplies	4,433	5,976	4,500	5,000	500
Food & Food Service	5,608	6,933	7,500	7,500	-
Landscaping Supplies	145	-	300	300	-
Medical & Laboratory	1,595	1,388	6,500	5,500	(1,000)
Laundry & Janitorial	12,998	11,565	13,000	13,000	-
Linen Supplies	972	76	600	600	-
Building Repair & Maintenance	3,575	5,510	6,000	6,000	-
Vehicle & Equipment Fuels	137	40	300	300	-
Vehicle & Equipment	48	-	150	150	-
Police Supplies	-	-	250	250	-
Uniforms & Apparel	419	413	2,000	2,000	-
Books & Subscriptions	299	352	570	570	-
Other Operating Supplies	5,769	8,009	5,000	6,000	1,000
Computer Supplies	10,261	17,740	25,000	109,000	84,000
Wear & Apparel - Detainees	3,662	2,301	4,000	4,000	-
Awards, Plaques & Other	418	50	800	800	-
OTHER CHARGES	123,071	123,082	158,200	243,320	85,120

# Northwestern Regional Juvenile Detention Center

## Expenditure Detail - continued:

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022
EXPENDITURES	ACTUAL	ACTUAL	ORIGINAL BUDGET	ADOPTED BUDGET	BUDGET Inc/(Dec)
Machinery & Equipment	-	-	-	-	-
Computer Equipment	17,645	-	-	-	-
CAPITAL	17,645	-	-	-	-
<b>TOTAL EXPENDITURES NRJDC FUND</b>	<b>2,883,640</b>	<b>3,002,461</b>	<b>3,119,000</b>	<b>3,261,000</b>	<b>142,000</b>

## Winchester Public Schools

The Winchester School Board is authorized to oversee the operation and management of the City's primary and secondary school system. The School Board sets its own budget and requests an annual transfer from the General Government. In November 2019 the residents of Winchester voted via a referendum to transition from an appointed School Board to one that is elected. The School Board consists of seven members, four of the seats were elected in November 2020 and the remaining seats will be elected in November 2022.

The School Board does not have the ability to raise taxes or issue debt. All debts are issued by the General Government and associated debt service payments are budgeted by the General Government. Excess of revenues over expenditures are returned to the General Government at each year-end and reappropriated to the School Board the following fiscal year. These excess funds are available for the School Board's use in future years for capital improvement projects. For more detail information on the Winchester Public Schools budget visit the School's website at <http://www.wps.k12.va.us>

### Total Cost Per Pupil for FY21 and FY2

Per Virginia Code §22.1.92, Notification of the estimated average per pupil cost for pupil education in the school division for the coming year to each parent, guardian, or other person having control or charge of a child enrolled in the relevant school division, in accordance with the budget estimates provided to the local governing body or bodies. Such notification shall include actual per pupil state and local education expenditures for the previous school year. The notice may also include federal funds expended for public education in the school division.

TYPE OF COST	FY21 Estimated	FY22 ESTIMATED
<b>TOTAL OPERATING BUDGET</b>	\$64,315,975	\$70,075,077
City Appropriation	\$7,309	\$7,567
Local Per Pupil Amount	\$1,048	(\$326)
State Per Pupil Amount	\$5,426	\$7,100
Federal Per Pupil Amount	\$1,678	\$2,708
<b>TOTAL COST PER PUPIL</b>	\$15,461	<b>\$17,050</b>
<b>Est End of Year Average Daily Membership</b>	4,160	<b>4,110</b>

### Estimated Required Local Effort - FY22 = \$17,417,165

The local required match/effort are funds to be provided by the City for the cost of maintaining an educational program meeting the prescribed Standards of Quality, certain incentive programs, and some lottery funded programs. The total cost is apportioned between the state and the local government. (Reference: Virginia Code § 22.1-94)

# Winchester Public Schools

SCHOOLS OPERATING FUND					
DESCRIPTION	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>REVENUE</b>					
Use of money and property	162,801	78,229	55,000	55,000	-
Charges for services	362,446	351,313	202,400	202,400	-
Miscellaneous	192,401	298,542	285,000	285,000	-
Recovered Costs	1,997	1,817	-	-	-
State	25,508,838	27,044,556	28,881,020	29,853,355	972,335
Federal Revenue	200	-	-	-	-
City Appropriation	29,063,623	28,881,997	31,409,075	31,600,406	191,331
<b>TOTAL OPERATING REVENUE</b>	<b>55,292,306</b>	<b>56,656,454</b>	<b>60,832,495</b>	<b>61,996,161</b>	<b>1,163,666</b>
<b>EXPENDITURES</b>					
Education	54,113,681	55,353,108	60,832,495	61,996,161	1,163,666
Capital Outlay	1,188,976	751,261	-	-	-
<b>TOTAL OPERATING EXPEND</b>	<b>55,302,657</b>	<b>56,104,369</b>	<b>60,832,495</b>	<b>61,996,161</b>	<b>1,163,666</b>

FEDERAL GRANTS FUND					
DESCRIPTION	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>REVENUE</b>					
Federal	2,587,607	3,009,155	5,340,988	9,405,649	4,064,661
<b>TOTAL FEDERAL GRANTS REVENUE</b>	<b>2,587,607</b>	<b>3,009,155</b>	<b>5,340,988</b>	<b>9,405,649</b>	<b>4,064,661</b>
<b>EXPENDITURES</b>					
Education	3,340,142	2,883,348	4,094,222	9,405,649	4,064,661
Capital Outlay	4,115	266,496	-	-	-
<b>TOTAL FEDERAL GRANTS EXPEND</b>	<b>3,386,995</b>	<b>3,149,844</b>	<b>4,132,243</b>	<b>9,405,649</b>	<b>4,064,661</b>



John Handley High School

# Winchester Public Schools

FOOD SERVICES FUND					
DESCRIPTION	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>REVENUE</b>					
Use of money and property	5,400	3,760	2,000	2,000	-
Charges for services	430,208	347,976	739,568	690,000	(49,568)
Miscellaneous	20,365	45,417	15,000	15,000	-
State	46,663	59,615	63,637	60,000	(3,637)
Federal	1,822,714	1,855,447	1,668,572	1,755,716	87,144
<b>TOTAL FOOD SERVICES REV</b>	<b>2,325,350</b>	<b>2,312,215</b>	<b>2,488,777</b>	<b>2,522,716</b>	<b>33,939</b>
<b>EXPENDITURES</b>					
Education	2,310,890	2,423,468	2,487,977	2,522,716	61,441
Capital Outlay	11,740	44,905	800	-	-
<b>TOTAL FOOD SERVICES EXPEND</b>	<b>2,322,630</b>	<b>2,468,373</b>	<b>2,488,777</b>	<b>2,522,716</b>	<b>33,939</b>
TEXTBOOK FUND					
DESCRIPTION	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>REVENUE</b>					
Use of money and property	10,022	8,408	-	-	-
Supplemental Appropriation	-	-	400,000	400,000	-
<b>TOTAL TEXTBOOK REVENUE</b>	<b>10,022</b>	<b>8,408</b>	<b>400,000</b>	<b>400,000</b>	<b>-</b>
<b>EXPENDITURES</b>					
Education	3,433	-	400,000	400,000	-
Capital Outlay	-	-	-	-	-
<b>TOTAL TEXTBOOK EXPEND</b>	<b>3,433</b>	<b>-</b>	<b>400,000</b>	<b>400,000</b>	<b>-</b>
FUND RAISING FUND					
DESCRIPTION	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>REVENUE</b>					
Use of money and property	6,902	7,619	-	-	-
Miscellaneous revenue	314,960	664,406	220,000	220,000	-
Supplemental Appropriation	-	-	400,000	400,000	-
<b>TOTAL FUND RAISING REVENUE</b>	<b>321,862</b>	<b>672,025</b>	<b>620,000</b>	<b>620,000</b>	<b>-</b>
<b>EXPENDITURES</b>					
Education	2,026	3,526	-	-	-
Capital Outlay	215,779	70	620,000	620,000	-
<b>TOTAL FUND RAISING EXPEND</b>	<b>217,805</b>	<b>3,596</b>	<b>620,000</b>	<b>620,000</b>	<b>-</b>

# Winchester Public Schools

CAPITAL IMPROVEMENTS FUND					
DESCRIPTION	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>REVENUE</b>					
Use of money and property	20,631	19,316	-	-	-
Miscellaneous revenue	254	-	-	-	-
Recovered costs	74,642	65,290	-	-	-
State	250,000	293,792	-	-	-
City Appropriation	-	-	-	-	-
Transfer in School Operating	1,388,699	1,425,479	1,100,000	3,000,000	1,900,000
<b>TOTAL CAPITAL IMPROVEMENTS</b>	<b>1,734,226</b>	<b>1,803,877</b>	<b>1,100,000</b>	<b>3,000,000</b>	<b>1,900,000</b>
<b>EXPENDITURES</b>					
Education	226,661	364,696	-	-	-
Capital Outlay	732,949	625,059	1,100,000	3,000,000	1,900,000
<b>TOTAL CAPITAL IMPROVEMENTS</b>	<b>959,610</b>	<b>989,755</b>	<b>1,100,000</b>	<b>3,000,000</b>	<b>1,900,000</b>

CONSTRUCTION FUND					
DESCRIPTION	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>REVENUE</b>					
School Construction Bonds	159	10,601,391	16,128,853	6,384,000	(9,744,853)
<b>EXPENDITURES</b>					
School Construction	169,350	3,205,186	16,128,853	6,384,000	(9,744,853)



# Winchester Public Schools

INSURANCE FUND					
DESCRIPTION	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>REVENUE</b>					
Use of money and property	2,601	1,927	2,200	2,200	-
Employer share health costs	3,882,383	3,809,259	4,265,891	3,941,815	(324,076)
Charges for services	1,552,191	1,690,791	1,846,982	1,939,423	92,441
<b>TOTAL INSURANCE REVENUE</b>	<b>5,437,175</b>	<b>5,501,977</b>	<b>6,115,073</b>	<b>5,883,438</b>	<b>(231,635)</b>
<b>EXPENDITURES</b>					
Other noninstructional operations	1,960,241	-	1,849,182	1,778,623	(70,559)
Transfer in from other funds	3,882,383	5,099,557	4,265,891	4,104,815	(161,076)
<b>TOTAL INSURANCE EXPEND</b>	<b>5,842,624</b>	<b>5,099,557</b>	<b>6,115,073</b>	<b>5,883,438</b>	<b>(231,635)</b>
PRIVATE PURPOSE TRUST FUND					
DESCRIPTION	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ORIGINAL BUDGET	FY 2022 ADOPTED BUDGET	FY 2022 BUDGET Inc/(Dec)
<b>REVENUE</b>					
Use of money and property	35,298	40,964	34,300	34,300	-
Miscellaneous	53,765	65,716	65,950	65,950	-
Transfers in	5,064	-	4,000	4,000	-
<b>TOTAL PRIVATE PURPOSE TRUST</b>	<b>94,127</b>	<b>92,667</b>	<b>104,250</b>	<b>104,250</b>	<b>-</b>
<b>EXPENDITURES</b>					
Other noninstructional operations	65,404	70,641	104,250	104,250	-
<b>TOTAL PRIVATE PURPOSE TRUST</b>	<b>65,404</b>	<b>70,641</b>	<b>104,250</b>	<b>104,250</b>	<b>-</b>
<b>TOTAL SCHOOLS REVENUE</b>	<b>67,802,830</b>	<b>82,538,241</b>	<b>93,130,436</b>	<b>90,316,214</b>	<b>(2,814,222)</b>
<b>TOTAL SCHOOLS EXPENDITURES</b>	<b>68,270,508</b>	<b>70,978,206</b>	<b>93,130,436</b>	<b>90,316,214</b>	<b>(2,814,222)</b>

## 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 2022 tax supported debt service (principal and interest payments) is \$11,622,900 (including \$8,616,200 for Schools). In addition, the Utilities Fund debt service for FY 2022 is \$12,328,400. The FY2022 Adopted budget includes \$12.8 million in new bond issuance for the following projects described in the detail projects sheets:

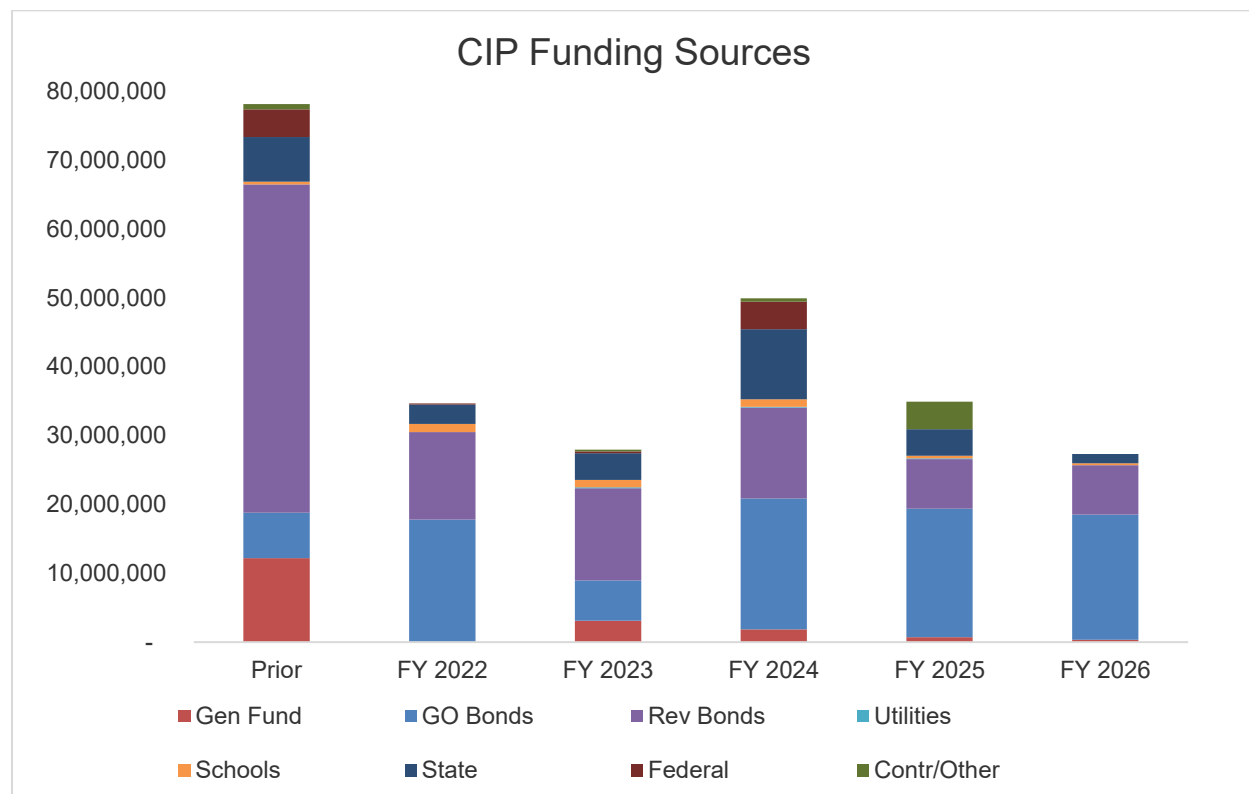
- Sidewalk Improvements - \$3,000,000
- City-wide paving - \$2,000,000
- Green Circle Trail Phase IV - \$1,200,000
- North Cameron Drainage – Phase II - \$1,400,000
- Millwood Avenue Traffic Improvement - \$200,000
- Building Acquisition - \$5,000,000

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**Reserves** – Some CIP projects are funded with fund balance to avoid the cost of borrowing. These amounts are included in the operating budget as a transfer to the Capital Improvement Fund. The FY 2022 reserves amount for CIP projects is \$1,170,000 from Schools. The City has a robust fund balance policy, which allowed the City to fund numerous projects with 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.

**Significant Non-recurring Capital** – The FY2022 CIP includes \$5,000,000 to acquire office space for the City's Social Services Department (Building Acquisition Project). The Department currently leases its office space. City ownership of office space will result in annual cost savings as the bond service payments, including maintenance and utilities, are lower than the annual lease,



# Five-Year Capital Improvement Plan (CIP)

## Five-Year Capital Improvement Plan FY 2022 - FY 2026

Project Description	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Total Project
<b>General Government</b>								
Boscawen Street Improvements	100,000		1,200,000					1,300,000
Building Acquisition		5,000,000						5,000,000
Tower Ladder Truck			1,500,000					1,500,000
Fire Engine				600,000				600,000
Green Circle	5,450,000	2,400,000	3,000,000	1,000,000				11,850,000
Handley Library Improvements	2,700,000			160,000	160,000	160,000	3,000,000	6,180,000
Intersection Improvements	600,000		300,000	2,900,000	1,200,000			5,000,000
Jefferson St. Streetlight Replacements			150,000					150,000
Middle Road Improvements			250,000	4,250,000				4,500,000
Millwood Ave Traffic Improvements	600,000	400,000		5,400,000				6,400,000
Millwood Ave Pedestrian Bridge				500,000	4,000,000			4,500,000
N. Cameron St Drainage Improvements	4,625,000	2,800,000		5,200,000				12,625,000
Papermill Road Improvements				250,000	6,000,000			6,250,000
Personal Property Software			350,000	350,000				700,000
Storm Drainage Improvements			2,000,000	2,000,000	2,000,000	2,000,000	20,000,000	28,000,000
Street Repaving		2,000,000		2,000,000		2,000,000	10,000,000	16,000,000
Traffic Signal Improvements	7,603,000		350,000	350,000	350,000	350,000		9,003,000
Weems Lane Improvements					150,000	2,350,000		2,500,000
Bellview Avenue Improvements							5,000,000	5,000,000

# Five-Year Capital Improvement Plan (CIP)

## Five-Year Capital Improvement Plan FY 2022 - FY 2026

Project Description	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Total Project
<b><u>General Government - continued</u></b>								
Berryville Avenue Safety Improvements							7,000,000	7,000,000
Featherbed Lane Improvements							2,000,000	2,000,000
Fox Drive Improvements							7,000,000	7,000,000
Legge Blvd Extension							5,000,000	5,000,000
Pleasant Valley Road Realignment/Extension							7,000,000	7,000,000
Pleasant Valley Safety Improvements							8,000,000	8,000,000
Shawnee Drive Improvements							6,000,000	6,000,000
Taft Avenue Extension							10,000,000	10,000,000
Bulk Chlorine Storage, Feeders			66,000					66,000
Refurbish Mini Golf Course			70,000					70,000
Synthetic Ice Rink			150,000					150,000
Overhead Athletic Field Lighting			575,000	450,000	250,000			1,275,000
Parks Waterline Replacements			250,000	250,000	250,000			750,000
Sand Volley Ball Courts(2)			75,000					75,000
Natatorium			200,000	2,000,000	10,000,000	10,000,000		22,200,000
Fence Replacement at City Yards		202,000						202,000
Transit-Equip Maintenance Garage	50,000			5,000,000				5,050,000
<b>Total General Government</b>	<b>25,563,000</b>	<b>15,802,000</b>	<b>13,486,000</b>	<b>35,660,000</b>	<b>27,360,000</b>	<b>19,860,000</b>	<b>100,000,000</b>	<b>237,731,000</b>

# Five-Year Capital Improvement Plan (CIP)

## Five-Year Capital Improvement Plan FY 2022 - FY 2026

Project Description	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Total Project
<b>Winchester Public Schools</b>								
Historic Douglas School	4,500,000	5,000,000						9,500,000
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
Daniel Morgan Boiler Replacement							750,000	750,000
Daniel Morgan Rooftop HVAC Units		100,000	100,000	100,000				300,000
Daniel Morgan Partial Roof Repl			100,000				250,000	350,000
Daniel Morgan Football Field		75,000	75,000					150,000
Boiler Replacement VACDES				200,000				200,000
Chiller Replacement VACDES							200,000	200,000
Chiller Replacement QGES		200,000						200,000
Rooftop Unit Replacement QGES			300,000					300,000
Partial Roof Replacement QGES				300,000				300,000
Boiler Replacement FDES		200,000						200,000
Roof Replacement FDES							300,000	300,000
School Bus Replacement	110,000	210,000	210,000	210,000	210,000	210,000	990,000	2,150,000
<b>Total WPS</b>	<b>4,895,000</b>	<b>6,170,000</b>	<b>1,070,000</b>	<b>1,095,000</b>	<b>370,000</b>	<b>270,000</b>	<b>2,730,000</b>	<b>16,600,000</b>

# Five-Year Capital Improvement Plan (CIP)

## Five-Year Capital Improvement Plan FY 2022 - FY 2026

Project Description	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Total Project
<b>Utilities</b>								
Water & Sewer Main Replacements	29,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	150,000,000	204,000,000
Sewer Vac Truck Discharge and Cleaning Station		1,500,000						1,500,000
Maintenance Facility - Public Services	9,800,000	2,500,000						12,300,000
Water Treatment Plant Improvements	7,000,000	1,800,000		3,000,000				11,800,000
Jefferson Street Water Pump Station and Watermain		400,000	8,000,000					8,400,000
Sewer Pump Station Replacement	1,900,000	1,500,000	400,000	5,200,000	2,200,000	2,200,000	6,600,000	20,000,000
Raw Water Storage Reservoir							30,000,000	30,000,000
Water Treatment Plant Expansion							20,000,000	20,000,000
<b>Total Utilities</b>	<b>47,700,000</b>	<b>12,700,000</b>	<b>13,400,000</b>	<b>13,200,000</b>	<b>7,200,000</b>	<b>7,200,000</b>	<b>206,600,000</b>	<b>308,000,000</b>
<b>Total CIP</b>	<b>78,158,000</b>	<b>34,672,000</b>	<b>27,956,000</b>	<b>49,955,000</b>	<b>34,930,000</b>	<b>27,330,000</b>	<b>309,330,000</b>	<b>562,331,000</b>

Funding Summary	Prior	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Total
Gen Fund	12,205,000	-	3,111,000	1,860,000	710,000	335,000	1,000,000	19,221,000
GO Bonds	6,600,000	17,800,000	5,855,000	19,000,000	18,675,000	18,175,000	59,500,000	145,605,000
Rev Bonds	47,700,000	12,720,000	13,400,000	13,200,000	7,200,000	7,200,000	206,600,000	308,020,000
Utilities	-	-	125,000	125,000	125,000	-	-	375,000
Schools	395,000	1,170,000	1,070,000	1,095,000	370,000	270,000	2,730,000	7,100,000
State	6,468,000	2,820,000	3,895,000	10,175,000	3,850,000	1,350,000	17,500,000	46,058,000
Federal	4,040,000	162,000	250,000	4,000,000	-	-	-	8,452,000
Contribution/Other	750,000	-	250,000	500,000	4,000,000	-	22,000,000	27,500,000
<b>Total</b>	<b>78,158,000</b>	<b>34,672,000</b>	<b>27,956,000</b>	<b>49,955,000</b>	<b>34,930,000</b>	<b>27,330,000</b>	<b>309,330,000</b>	<b>562,331,000</b>

## 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning	\$100							\$100
Construction			\$1,200					\$1,200
Equipment								
Other Expenses								
<b>Total</b>	<b>\$100</b>	<b>\$0</b>	<b>\$1,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,300</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund	\$100							\$100
G.O. Bond			\$505					\$505
State			\$445					\$445
Federal			\$250					\$250
<b>Total</b>	<b>\$100</b>	<b>\$0</b>	<b>\$1,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,300</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts include maintenance and repair costs for new equipment. (in thousands \$).</b>								
Revenue (-)								
Personnel								
Operating				\$7.7	\$7.9	\$8.1	\$100	\$123.7
Debt Service				\$39	\$39	\$39	\$663	\$780
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$46.7</b>	<b>\$46.9</b>	<b>\$47.1</b>	<b>\$763</b>	<b>\$903.7</b>



## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Building Acquisition  
**Department:** Public Services  
**Budget Code:**  
**Justification:** Improves existing service  
**Start Date (FY):** 2022  
**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 possible acquisition of a building that would be used as the permanent home of the Department of Social Services.

**Project Objectives/Status:** The Department of Social Services is currently located in office space that is leased. The current lease is nearing the end and this potential acquisition would provide for a permanent home for the Social Services offices.

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land		\$5,000						\$5,000
Construction								
Other Expenses								
<b>Total</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
G.O. Bond		\$5,000						\$5,000
State								
Federal								
Other Revenue								
<b>Total</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts will see lease savings, City already maintains building. (in thousands \$)</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service			\$350	\$350	\$350	\$350	\$5,600	\$7,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$350</b>	<b>\$350</b>	<b>\$350</b>	<b>\$350</b>	<b>\$5,600</b>	<b>\$7,000</b>

## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Tower Ladder  
**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. 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. This truck also has significant corrosion concerns which 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. Enhance technical rescue capabilities.

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Construction								
Equipment			\$1,500					\$1,500
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,500</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund			\$1,500					\$1,500
GO Bonds								
Utilities Fund								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,500</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) To be determined.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>								

## 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. Reduce the financial burden on the volunteer stations.

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction								
Equipment				\$600				\$600
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$600</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund				\$600				\$600
GO Bonds								
Utilities Fund								
Revenue Bonds								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$600</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) To be determined.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>								

## 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):** 2026



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

**Project Description:** Final phases 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning	\$700	\$600		\$160				\$1,460
Land	\$50	\$900		\$60				\$1,010
Construction	\$4,700	\$900	\$3,000	\$780				\$9,380
Other Expenses								
<b>Total</b>	<b>\$5,450</b>	<b>\$2,400</b>	<b>\$3,000</b>	<b>\$1,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,850</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund	\$1,500							\$1,500
G.O. Bond		\$1,200		\$500				\$1,700
State	\$150	\$1,200	\$3,000	\$500				\$4,850
Federal	\$3,800							\$3,800
Other Revenue								
<b>Total</b>	<b>\$5,450</b>	<b>\$2,400</b>	<b>\$3,000</b>	<b>\$1,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,850</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts include trail maintenance and electricity. (in thousands \$)</b>								
Revenue (-)								
Personnel								
Operating	\$5	\$5	\$5.1	\$5.2	\$5.3	\$5.4	\$100	\$131
Debt Service			\$84	\$84	\$92	\$125	\$2,121	\$2,506
<b>Total</b>	<b>\$5</b>	<b>\$5</b>	<b>\$89.1</b>	<b>\$89.2</b>	<b>\$97.3</b>	<b>\$130.4</b>	<b>\$2,221</b>	<b>\$2,637</b>

## 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):** 2026+

**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning	\$100			\$10	\$10	\$10	\$100	\$230
Construction	\$2,600			\$150	\$150	\$150	\$2,900	\$5,950
Equipment								
Other Expenses								
<b>Total</b>	<b>\$2,700</b>	<b>\$0</b>	<b>\$0</b>	<b>\$160</b>	<b>\$160</b>	<b>\$160</b>	<b>\$3,000</b>	<b>\$6,180</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund	\$1,950			\$160	\$160	\$160		\$2,430
G.O. Bond							\$3,000	\$3,000
State								
Other Revenue	\$750							\$750
<b>Total</b>	<b>\$2,700</b>	<b>\$0</b>	<b>\$0</b>	<b>\$160</b>	<b>\$160</b>	<b>\$160</b>	<b>\$3,000</b>	<b>\$6,180</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts will be paid by the Handley Library. (in thousands \$)</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service							\$8,400	\$8,400
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,400</b>	<b>\$8,400</b>

## 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):** 2021  
**End Date (FY):** 2028



**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 (\$4,000,000) 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 (\$700,000) 4. Pleasant Valley/Patsy Cline: Add right turn lane on north bound Pleasant Valley turning on east bound Patsy Cline (\$700,000)

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

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning	\$300		\$100					\$400
Land	\$300		\$200					\$500
Construction				\$2,900	\$1,200			\$4,100
Other Expenses								
<b>Total</b>	<b>\$600</b>	<b>\$0</b>	<b>\$300</b>	<b>\$2,900</b>	<b>\$1,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
G.O. Bond	\$300		\$150	\$1,450	\$600			\$2,500
State	\$300		\$150	\$1,450	\$600			\$2,500
Federal								
<b>Total</b>	<b>\$600</b>	<b>\$0</b>	<b>\$300</b>	<b>\$2,900</b>	<b>\$1,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) No additional operating impacts anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service		\$21	\$21	\$35	\$175	\$175	\$4,053	\$4,480
<b>Total</b>	<b>\$0</b>	<b>\$21</b>	<b>\$21</b>	<b>\$35</b>	<b>\$175</b>	<b>\$175</b>	<b>\$4,053</b>	<b>\$4,480</b>

## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Jefferson St. Streetlight Replacements  
**Department:** Public Services  
**Budget Code:** 312-4121  
**Justification:** Improves existing service  
**Start Date (FY):** 2023  
**End Date (FY):** 2023

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

**Project Description:** Project would consist of replacing the existing old streetlights on the north side of Jefferson Street between Valley Avenue and Handley High School.

**Project Objectives/Status:** The existing streetlights are very old and need to be replaced.

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction			\$150					\$150
Other Expenses								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
G.O. Bond								
State								
Federal								
Other Revenue			\$150					\$150
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) include anticipated maintenance costs.</b>								
Revenue (-)								
Personnel								
Operating				\$3	\$3	\$3	\$51	\$60
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3</b>	<b>\$3</b>	<b>\$3</b>	<b>\$51</b>	<b>\$60</b>

## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Middle Road Improvements  
**Department:** Public Services  
**Budget Code:** 312-4121  
**Justification:** Removes hazards  
**Start Date (FY):** 2023  
**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 installing curb & gutter, drainage, 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning			\$250					\$250
Land								
Construction				\$4,250				\$4,250
Other Expenses								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250</b>	<b>\$4,250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,500</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund			\$125					\$125
G.O. Bond				\$2,125				\$2,125
State			\$125	\$2,125				\$2,250
Federal								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250</b>	<b>\$4,250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,500</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service				\$9	\$175	\$175	\$3,141	\$3,500
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9</b>	<b>\$175</b>	<b>\$175</b>	<b>\$3,141</b>	<b>\$3,500</b>



## 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning	\$300	\$300						\$600
Land	\$300	\$100		\$800				\$1,200
Construction				\$4,600				\$4,600
Other Expenses								
<b>Total</b>	<b>\$600</b>	<b>\$400</b>	<b>\$0</b>	<b>\$5,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,400</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
G.O. Bond	\$300	\$200		\$2,700				\$3,200
State	\$300	\$200		\$2,700				\$3,200
Other Revenue								
<b>Total</b>	<b>\$600</b>	<b>\$400</b>	<b>\$0</b>	<b>\$5,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,400</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) No operating impacts.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service		\$21	\$35	\$35	\$224	\$224	\$3,941	\$4,480
<b>Total</b>	<b>\$0</b>	<b>\$21</b>	<b>\$35</b>	<b>\$35</b>	<b>\$224</b>	<b>\$224</b>	<b>\$3,941</b>	<b>\$4,480</b>

## 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):** 2024  
**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 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 Millwood Avenue at this location.

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning				\$500				\$500
Land								
Construction					\$4,000			\$4,000
Other Expenses								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500</b>	<b>\$4,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,500</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
G.O. Bond								
State								
Other Revenue				\$500	\$4,000			\$4,500
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500</b>	<b>\$4,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,500</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) Operating impacts include anticipated maintenance costs.</b>								
Revenue (-)								
Personnel								
Operating						\$5	\$5	\$10
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5</b>	<b>\$5</b>	<b>\$10</b>

## 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning	\$475							\$475
Land	\$1,500							\$1,500
Construction	\$2,650	\$2,800		\$5,200				\$10,650
Other Expenses								
<b>Total</b>	<b>\$4,625</b>	<b>\$2,800</b>	<b>\$0</b>	<b>\$5,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,625</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund	\$875							\$875
G.O. Bond	\$1,500	\$1,400		\$2,600				\$5,500
State	\$2,250	\$1,400		\$2,600				\$6,250
Other Revenue								
<b>Total</b>	<b>\$4,625</b>	<b>\$2,800</b>	<b>\$0</b>	<b>\$5,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,625</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) Operating impacts include anticipated maintenance costs.</b>								
Revenue (-)								
Personnel								
Operating					\$10	\$10	\$200	\$220
Debt Service		\$105	\$203	\$203	\$385	\$385	\$6,419	\$7,700
<b>Total</b>	<b>\$0</b>	<b>\$105</b>	<b>\$203</b>	<b>\$203</b>	<b>\$395</b>	<b>\$395</b>	<b>\$6,619</b>	<b>\$7,920</b>

## 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):** 2024  
**End Date (FY):** 2026

**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning				\$250				\$250
Land								
Construction					\$6,000			\$6,000
Other Expenses								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250</b>	<b>\$6,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,250</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
G.O. Bond				\$125	\$3,000			\$3,125
State				\$125	\$3,000			\$3,125
Federal								
Other Revenue								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250</b>	<b>\$6,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,250</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) None anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service					\$9	\$219	\$4,147	\$4,375
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9</b>	<b>\$219</b>	<b>\$4,147</b>	<b>\$4,375</b>

## 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):** 2023  
**End Date (FY):** 2024

**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Construction								
Equipment								
Other Expenses			\$350	\$350				\$700
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$350</b>	<b>\$350</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$700</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund			\$350	\$350				\$700
Construction								
Equipment								
Other Expenses								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$350</b>	<b>\$350</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$700</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) include annual software maintenance costs</b>								
Revenue (-)								
Personnel								
Operating			\$60	\$140	\$175	\$210		\$585
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60</b>	<b>\$140</b>	<b>\$175</b>	<b>\$210</b>	<b>\$0</b>	<b>\$585</b>

## 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):** 2019  
**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 City's Sidewalk Master Plan.

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction	\$3,835	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$10,000	\$28,835
Other Expenses								
<b>Total</b>	<b>\$3,835</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$10,000</b>	<b>\$28,835</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund	\$2,335							\$2,335
G.O. Bond	\$500	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$10,000	\$25,500
State								
Other Revenue	\$1,000							\$1,000
<b>Total</b>	<b>\$3,835</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$10,000</b>	<b>\$28,835</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) none anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service			\$210	\$420	\$630	\$840	\$32,900	\$35,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$210</b>	<b>\$420</b>	<b>\$630</b>	<b>\$840</b>	<b>\$32,900</b>	<b>\$35,000</b>

## 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):** 2023  
**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning			\$200	\$200	\$200	\$200	\$1,800	\$2,600
Land								
Construction			\$1,800	\$1,800	\$1,800	\$1,800	\$18,200	\$25,400
Other Expenses								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$20,000</b>	<b>\$28,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
G.O. Bond			\$2,000	\$2,000	\$2,000	\$2,000	\$20,000	\$28,000
State								
Federal								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$20,000</b>	<b>\$28,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) none anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service				\$140	\$280	\$420	\$35,560	\$36,400
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$140</b>	<b>\$280</b>	<b>\$420</b>	<b>\$35,560</b>	<b>\$36,400</b>

## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Street Repaving  
**Department:** Public Services  
**Budget Code:** 312-4121  
**Justification:** Improves existing service/remove hazards  
**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:** Project consists of repaving streets within the City based upon the current condition of the street and a priority system where arterial streets with a higher traffic volume have a higher priority.

**Project Objectives/Status:** The condition of streets within the City is a very high priority for residents and City Council. The improvements that will be completed for this project are consistent with the City's Sidewalk Master Plan.

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction		\$2,000		\$2,000		\$2,000	\$10,000	\$16,000
Other Expenses								
<b>Total</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$10,000</b>	<b>\$16,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
G.O. Bond		\$2,000		\$2,000		\$2,000	\$10,000	\$16,000
State								
Other Revenue								
<b>Total</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$10,000</b>	<b>\$16,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) None anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service			\$140	\$140	\$280	\$280	\$14,000	\$22,400
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$140</b>	<b>\$140</b>	<b>\$280</b>	<b>\$280</b>	<b>\$14,000</b>	<b>\$22,400</b>



## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Traffic Signal Improvements FY25: Papermill/Shawnee  
**Department:** Public Services FY26: Commercial/N. Loudoun  
**Budget Code:** 312-4142-441-83-76  
**Justification:** Improves existing services  
**Start Date (FY):** 2008  
**End Date (FY):** Ongoing

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

**Project Description:** Replacement of existing traffic signals within the City that are old and at the end of their useful life.

**Project Objectives/Status:** Improvements are necessary to ensure the signals are reliable and have current technology that is supported by the manufacturer.

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning	\$470		\$20	\$20	\$20	\$20		\$550
Construction	\$7,133		\$330	\$330	\$330	\$330		\$7,843
Equipment								
Other Expenses								
<b>Total</b>	<b>\$7,603</b>	<b>\$0</b>	<b>\$350</b>	<b>\$350</b>	<b>\$350</b>	<b>\$350</b>	<b>\$0</b>	<b>\$9,003</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund	\$4,940		\$175	\$175	\$175	\$175		\$5,640
G.O. Bond								
State	\$2,463		\$175	\$175	\$175	\$175		\$3,163
Federal	\$200							\$200
<b>Total</b>	<b>\$7,603</b>	<b>\$0</b>	<b>\$350</b>	<b>\$350</b>	<b>\$350</b>	<b>\$350</b>	<b>\$0</b>	<b>\$9,003</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Weems Lane Improvements  
**Department:** Public Services  
**Budget Code:** 312-4121  
**Justification:** Removes hazards  
**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 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning					\$150			\$150
Land								
Construction						\$2,350		\$2,350
Other Expenses								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150</b>	<b>\$2,350</b>	<b>\$0</b>	<b>\$2,500</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
G.O. Bond					\$75	\$1,175		\$1,250
State					\$75	\$1,175		\$1,250
Federal								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150</b>	<b>\$2,350</b>	<b>\$0</b>	<b>\$2,500</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) No operating costs anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service							\$1,750	\$1,750
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,750</b>	<b>\$1,750</b>

## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Bellview Avenue 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 adding curb & gutter, sidewalk, and drainage along Bellview Avenue from S. Loudoun Street to Valley Avenue.

**Project Objectives/Status:** This project would significantly improve traffic flow and safety along this corridor.

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning							\$500	\$500
Land								
Construction							\$4,500	\$4,500
Other Expenses								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$5,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
G.O. Bond							\$2,500	\$2,500
State							\$2,500	\$2,500
Federal								
Other Revenue								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$5,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service							\$3,500	\$3,500
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,500</b>	<b>\$3,500</b>

## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Berryville Avenue Safety Improvements  
**Department:** Public Services  
**Budget Code:** 312-4121-441-83-79  
**Justification:** Improves existing service  
**Start Date (FY):** 2027  
**End Date (FY):** 2030

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

**Project Description:** This project consists of making safety improvements on Berryville Avenue as identified in the STARS study completed in 2021 with assistance from VDOT.

**Project Objectives/Status:** These projects would improve safety and traffic flow on Berryville Avenue between Pleasant Valley Road and Interstate-81.

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning							\$800	\$800
Land							\$200	\$200
Construction							\$6,000	\$6,000
Other Expenses								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,000</b>	<b>\$7,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
G.O. Bond							\$3,500	\$3,500
State							\$3,500	\$3,500
Federal								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,000</b>	<b>\$7,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service							\$4,900	\$4,900
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,900</b>	<b>\$4,900</b>

## 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning							\$100	\$100
Land								
Construction							\$1,900	\$1,900
Other Expenses								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$2,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
G.O. Bond							\$1,000	\$1,000
State							\$1,000	\$1,000
Federal								
Other Revenue								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$2,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service							\$1,400	\$1,400
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,400</b>	<b>\$1,400</b>

## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Fox 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 adding curb & gutter, sidewalk, and drainage along Fox Drive from Amherst Street to the northern City limit.

**Project Objectives/Status:** This project would significantly improve traffic flow and safety along this corridor.

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning							\$500	\$500
Land								
Construction							\$6,500	\$6,500
Other Expenses								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,000</b>	<b>\$7,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
G.O. Bond							\$3,500	\$3,500
State							\$3,500	\$3,500
Federal								
Other Revenue								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,000</b>	<b>\$7,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) No operating costs anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service							\$4,900	\$4,900
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,900</b>	<b>\$4,900</b>

## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Legge Blvd. Extension  
**Department:** Public Services  
**Budget Code:** 312-4121-441-83-79  
**Justification:** Improves existing service  
**Start Date (FY):** 2027  
**End Date (FY):** 2030

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

**Project Description:** This project consists of extending Legge Blvd. from its current terminus at Patsy Cline Blvd. so that there is a connection to Millwood Avenue.

**Project Objectives/Status:** These projects would improve traffic flow and congestion on Pleasant Valley Road.

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning							\$800	\$800
Land							\$200	\$200
Construction							\$4,000	\$4,000
Other Expenses								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$5,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
G.O. Bond								
State								
Other							\$5,000	\$5,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$5,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Five-Year Capital Improvement Plan (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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning							\$300	\$300
Land								
Construction							\$6,700	\$6,700
Other Expenses								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,000</b>	<b>\$7,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
G.O. Bond								
State								
Federal								
Other Revenue							\$7,000	\$7,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,000</b>	<b>\$7,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Pleasant Valley Safety Improvements  
**Department:** Public Services  
**Budget Code:** 312-4121-441-83-79  
**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:** This project consists of making safety improvements on Pleasant Valley Road as identified in the STARS study completed in 2020 with assistance from VDOT.

**Project Objectives/Status:** These projects would improve safety and traffic flow on Pleasant Valley Road between Cork Street and Crossover Blvd.

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning							\$1,000	\$1,000
Land							\$600	\$600
Construction							\$6,400	\$6,400
Other Expenses								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,000</b>	<b>\$8,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
G.O. Bond							\$4,000	\$4,000
State							\$4,000	\$4,000
Federal								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,000</b>	<b>\$8,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service							\$8,400	\$8,400
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,400</b>	<b>\$8,400</b>

## 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning							\$400	\$400
Land								
Construction							\$5,600	\$5,600
Other Expenses								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$6,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
G.O. Bond							\$3,000	\$3,000
State							\$3,000	\$3,000
Federal								
Other Revenue								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$6,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service							\$4,200	\$4,200
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,200</b>	<b>\$4,200</b>

## 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning							\$500	\$500
Land								
Construction							\$9,500	\$9,500
Other Expenses								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$10,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
G.O. Bond								
State								
Federal								
Other Revenue							\$10,000	\$10,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$10,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Bulk Chlorine Storage, Feeders & Controllers  
**Department:** Parks & Recreation  
**Budget Code:** 312-7121-471  
**Justification:** Reduced Cost and Improved Safety  
**Start Date (FY):** 2023  
**End Date (FY):** 2023



**Relationship to Strategic Plan:** Strategic Plan Goals 3 & 4 – Increase and improve available recreational activities at the Outdoor Aquatic Facility while improving chemical distribution and personal safety.

**Project Description:** Install bulk chlorine storage tank, chemical feeders and chemical controllers in compliance with building regulations which address separation of chlorine and hydrochloric acid.

**Project Objectives/Status:** Reduced cost of chlorine through bulk storage and purchase, discontinue use of 55 gallon drums of chlorine creating a safer environment of staff and public while providing more accurate induction of chlorine also reducing the overall use of chlorine while providing a means to comply with CDC regulations when an accidental discharge of fecal material or other such materials enter water. When new natatorium is constructed this equipment may be transferred to new facility reducing construction cost.

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Construction			\$10					\$10
Equipment			\$56					\$56
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$66</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$66</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund			\$66					\$66
GO Bonds								
Revenue Bonds								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$66</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$66</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) Chemical costs reduction to be determined.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Refurbish Mini Golf Course  
**Department:** Parks & Recreation  
**Budget Code:** 312-7121-471  
**Justification:** Renew Existing Service  
**Start Date (FY):** 2023  
**End Date (FY):** 2023



**Relationship to Strategic Plan:** Strategic Plan Goals 3 & 4 – This will refurbish existing service and create an area which can be utilized by the public

**Project Description:** Refurbish existing Mini Golf Course

**Project Objectives/Status:** Provide serviceable Mini Golf Course for use by the public and other entities utilizing existing base course by refurbishing bumpers, putting surfaces-blocks, holes, etc. Discussions have been taken place between the department, Shenandoah University and the Rotary Club with regard to partnering on the project to provide a viable asset which can be utilized by all entities and adds value to the site and community and enhances recreational activities within Jim Barnett Park.

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction			\$70					\$70
Equipment								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$70</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$70</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund			\$70					\$70
GO Bonds								
Utilities Fund								
Revenue Bonds								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$70</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$70</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) Operating costs include routine maintenance costs.</b>								
Revenue (-)								
Personnel				\$3	\$3	\$3	\$3	\$15
Operating				\$0.5	\$0.5	\$0.5	\$0.5	\$2.5
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3.5</b>	<b>\$3.5</b>	<b>\$3.5</b>	<b>\$3.5</b>	<b>\$17.5</b>

# Five-Year Capital Improvement Plan (CIP)

<b>Project Title:</b>	Development of Synthetic Ice Rink
<b>Department:</b>	Parks & Recreation
<b>Budget Code:</b>	111-7111-471-83-59
<b>Justification:</b>	New service
<b>Start Date (FY):</b>	FY 2023
<b>End Date (FY):</b>	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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning			\$5					\$5
Construction			\$125					\$125
Equipment			\$20					\$20
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$150</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund			\$50					\$50
GO Bonds								
Revenue Bonds								
Other Revenue			\$100					\$100
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) Operating costs include routine maintenance costs.</b>								
Revenue (-)				(\$10)	(\$10)	(\$10)		
Personnel				\$30	\$30	\$30		\$90
Operating				\$20	\$20	\$20		\$60
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40</b>	<b>\$40</b>	<b>\$40</b>		<b>\$120</b>

## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Overhead Athletic Field Lighting  
**Department:** Parks & Recreation  
**Budget Code:** 312-7121-471  
**Justification:** Improve Energy Utilization & Renew Light Poles  
**Start Date (FY):** 2023  
**End Date (FY):** 2025



**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 mitigating future hazardous conditions created by the wooden poles, improve lighting on all athletic fields and increase efficiency of athletic field lighting thus reducing operational cost associated with electricity use as well as maintenance and serviceability.

**Project Objectives/Status:** Improve the overall structural integrity of the Athletic Field lighting fixtures and associated equipment located in Jim Barnett Park.

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction			\$150	\$150	\$75			\$375
Equipment			\$425	\$300	\$175			\$900
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$575</b>	<b>\$450</b>	<b>\$250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,275</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund			\$575	\$450	\$250			\$1,275
GO Bonds								
Utilities Fund								
Revenue Bonds								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$575</b>	<b>\$450</b>	<b>\$250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,275</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



# Five-Year Capital Improvement Plan (CIP)

<b>Project Title:</b>	Water Distribution System
<b>Department:</b>	Parks & Recreation
<b>Budget Code:</b>	312-7111-471-83-49
<b>Justification:</b>	Remove hazards
<b>Start Date (FY):</b>	2023
<b>End Date (FY):</b>	2025



**Relationship to Strategic Plan:** Strategic Plan Goals 3 & 4 – Advance the quality of life for all Winchester Residents and Improve City services and advance the Strategic Plan

**Project Description:** Replacement of aging infrastructure within Jim Barnett Park and Create 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction			\$250	\$250	\$250			\$750
Equipment								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250</b>	<b>\$250</b>	<b>\$250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$750</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund			\$125	\$125	\$125			\$375
GO Bonds								
Utilities Fund			\$125	\$125	\$125			\$375
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250</b>	<b>\$250</b>	<b>\$250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$750</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>								



## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Establish two Sand Volleyball Courts  
**Department:** Parks & Recreation  
**Budget Code:** 312-7111-435-83-59  
**Justification:** New service  
**Start Date (FY):** 2023  
**End Date (FY):** 2023



**Relationship to Strategic Plan:** Strategic Plan Goals 3 & 4 - Provides access to Volleyball Courts which is not currently available. This will increase available recreational activities, provide for organization of volleyball leagues and promote revenue.

**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; Increase overall activity within Jim Barnett Park, and increase opportunities for revenue

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning			\$10					\$10
Construction			\$55					\$55
Equipment			\$10					\$10
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$75</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$75</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund			\$75					\$75
GO Bonds								
Utilities Fund								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$75</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$75</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$)</b>								
Revenue (-)			(\$10)	(\$10)	(\$10)	(\$10)		(\$40)
Personnel			\$3	\$3	\$3	\$3		\$12
Operating			\$3	\$3	\$3	\$3		\$12
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$4)</b>	<b>(\$4)</b>	<b>(\$4)</b>	<b>(\$4)</b>	<b>\$0</b>	<b>(\$16)</b>

# Five-Year Capital Improvement Plan (CIP)

<b>Project Title:</b>	Natatorium
<b>Department:</b>	Parks & Recreation
<b>Budget Code:</b>	312-7121
<b>Justification:</b>	New service
<b>Start Date (FY):</b>	2023
<b>End Date (FY):</b>	2026



**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning			\$200					\$200
Land								
Construction				\$2,000	\$10,000	\$10,000		\$22,000
Equipment								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200</b>	<b>\$2,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$22,200</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds			\$200	\$2,000	\$10,000	\$10,000		\$22,200
Utilities Fund								
Revenue Bonds								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200</b>	<b>\$2,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$22,200</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$)</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service							\$36,400	\$36,400
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$36,400</b>	<b>\$36,400</b>

## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Fence Replacement at City Yards

**Department:** Public Services

**Budget Code:** 312

**Justification:** Improves current service

**Start Date (FY):** 2022

**End Date (FY):** 2022

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

**Project Description:** This project will consist of replacing the existing fence around the perimeter of City Yards.

**Project Objectives/Status:** The existing fence is very old and needs to be replaced. An adequate fence is necessary to ensure there is proper security for the City Yards complex

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction		\$202						\$202
Equipment								
<b>Total</b>	<b>\$0</b>	<b>\$202</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$202</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
Utilities Fund								
Revenue Bonds		\$20						\$20
Federal - FTA		\$162						\$162
State - DRPT		\$20						\$20
<b>Total</b>	<b>\$0</b>	<b>\$202</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$202</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Equipment Maintenance Garage Replacement  
**Department:** Public Services  
**Budget Code:**  
**Justification:** Improves existing service  
**Start Date (FY):** 2021  
**End Date (FY):** 2025

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

**Project Description:** Project would consist of replacing the existing equipment maintenance garage located at City Yards with a completely new facility that would be constructed in phases where the existing facility is located.

**Project Objectives/Status:** The existing garage is nearly 40 years old and at the end of its useful life.

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning	\$50							\$50
Land								
Construction				\$5,000				\$5,000
Other Expenses								
<b>Total</b>	<b>\$50</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,050</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund	\$5							\$5
G.O. Bond				\$500				\$500
State	\$5			\$500				\$505
Federal	\$40			\$4,000				\$4,040
Other Revenue								
<b>Total</b>	<b>\$50</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,050</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) Operating impacts to be determined.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service					\$70	\$70	\$1,260	\$1,400
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$70</b>	<b>\$70</b>	<b>\$1,260</b>	<b>\$1,400</b>

## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Historic Douglas School  
**Department:** Winchester Public Schools  
**Budget Code:**  
**Justification:** New service  
**Start Date (FY):** 2018  
**End Date (FY):** 2022

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

**Project Description:** 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning	\$500							\$500
Land								
Construction	\$4,000	\$5,000						\$9,000
Equipment								
<b>Total</b>	<b>\$4,500</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,500</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund	\$250							\$250
GO Bonds	\$4,000	\$5,000						\$9,000
State	\$250							\$250
Federal								
<b>Total</b>	<b>\$4,500</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,500</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) To be determined.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Five-Year Capital Improvement Plan (CIP)

**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction	\$60	\$60	\$60	\$60	\$60	\$60	\$240	\$600
Equipment								
<b>Total</b>	<b>\$60</b>	<b>\$60</b>	<b>\$60</b>	<b>\$60</b>	<b>\$60</b>	<b>\$60</b>	<b>\$240</b>	<b>\$600</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
School Fund	\$60	\$60	\$60	\$60	\$60	\$60	\$240	\$600
State								
Federal								
Other Revenue								
<b>Total</b>	<b>\$60</b>	<b>\$60</b>	<b>\$60</b>	<b>\$60</b>	<b>\$60</b>	<b>\$60</b>	<b>\$240</b>	<b>\$600</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) To be determined.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Five-Year Capital Improvement Plan (CIP)

**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction	\$100	\$100	\$100	\$100	\$100			\$500
Equipment								
<b>Total</b>	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
School Fund	\$100	\$100	\$100	\$100	\$100			\$500
State								
Federal								
Other Revenue								
<b>Total</b>	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) To be determined.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Five-Year Capital Improvement Plan (CIP)

**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction	\$125	\$125	\$125	\$125				\$500
Equipment								
<b>Total</b>	<b>\$125</b>	<b>\$125</b>	<b>\$125</b>	<b>\$125</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
School Fund	\$125	\$125	\$125	\$125				\$500
State								
Federal								
Other Revenue								
<b>Total</b>	<b>\$125</b>	<b>\$125</b>	<b>\$125</b>	<b>\$125</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) To be determined.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Chiller Rebuild JHHS  
**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:** 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction		\$100						\$100
Equipment								
<b>Total</b>	<b>\$0</b>	<b>\$100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
School Fund		\$100						\$100
State								
Federal								
Other Revenue								
<b>Total</b>	<b>\$0</b>	<b>\$100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) Should improve efficiency and reduce operating costs.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Five-Year Capital Improvement Plan (CIP)

**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction							\$750	\$750
Equipment								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$750</b>	<b>\$750</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
School Fund							\$750	\$750
State								
Federal								
Other Revenue								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$750</b>	<b>\$750</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) To be determined.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Five-Year Capital Improvement Plan (CIP)

**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction		\$100	\$100	\$100				\$300
Equipment								
<b>Total</b>	<b>\$0</b>	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
School Fund		\$100	\$100	\$100				\$300
State								
Federal								
Other Revenue								
<b>Total</b>	<b>\$0</b>	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Five-Year Capital Improvement Plan (CIP)

**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction			\$100				\$250	\$350
Equipment								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250</b>	<b>\$350</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
School Fund			\$100				\$250	\$350
State								
Federal								
Other Revenue								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250</b>	<b>\$350</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Five-Year Capital Improvement Plan (CIP)

**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction			\$75	\$75				\$150
Equipment								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$75</b>	<b>\$75</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
School Fund			\$75	\$75				\$150
State								
Federal								
Other Revenue								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$75</b>	<b>\$75</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Five-Year Capital Improvement Plan (CIP)

**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction				\$200				\$200
Equipment								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
School Fund				\$200				\$200
State								
Federal								
Other Revenue								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) To be determined.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Five-Year Capital Improvement Plan (CIP)

**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction							\$200	\$200
Equipment								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200</b>	<b>\$200</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
School Fund							\$200	\$200
State								
Federal								
Other Revenue								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200</b>	<b>\$200</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) To be determined.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Chiller 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:** 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction		\$200						\$200
Equipment								
<b>Total</b>	<b>\$0</b>	<b>\$200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
School Fund		\$200						\$200
State								
Federal								
Other Revenue								
<b>Total</b>	<b>\$0</b>	<b>\$200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) To be determined.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Rooftop Units 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:** 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction			\$300					\$300
Equipment								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
School Fund			\$300					\$300
State								
Federal								
Other Revenue								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) To be determined.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Partial Roof Replacement GQES

**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:** Renovation of several sections of the GQES roofing.

**Project Objectives/Status:** Replacement of aged materials.

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction				\$300				\$300
Equipment								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
School Fund				\$300				\$300
State								
Federal								
Other Revenue								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) To be determined.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Boiler Replacement FDES

**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:** 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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction		\$200						\$200
Equipment								
<b>Total</b>	<b>\$0</b>	<b>\$200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
School Fund		\$200						\$200
State								
Federal								
Other Revenue								
<b>Total</b>	<b>\$0</b>	<b>\$200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) To be determined.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Five-Year Capital Improvement Plan (CIP)

**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction							\$300	\$300
Equipment								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300</b>	<b>\$300</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
School Fund							\$300	\$300
State								
Federal								
Other Revenue								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300</b>	<b>\$300</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) To be determined.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Five-Year Capital Improvement Plan (CIP)

**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction								
Equipment	\$110	\$210	\$210	\$210	\$210	\$210	\$990	\$2,150
<b>Total</b>	<b>\$110</b>	<b>\$210</b>	<b>\$210</b>	<b>\$210</b>	<b>\$210</b>	<b>\$210</b>	<b>\$990</b>	<b>\$2,150</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
School Fund	\$110	\$210	\$210	\$210	\$210	\$210	\$990	\$2,150
State								
Federal								
Other Revenue								
<b>Total</b>	<b>\$110</b>	<b>\$210</b>	<b>\$210</b>	<b>\$210</b>	<b>\$210</b>	<b>\$210</b>	<b>\$990</b>	<b>\$2,150</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) No operating impacts anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Water and Sewer Main Replacements  
**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction	\$29,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$150,000	\$204,000
Equipment								
<b>Total</b>	<b>\$29,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$150,000</b>	<b>\$204,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
Utilities Fund								
Revenue Bonds	\$29,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$150,000	\$204,000
<b>Total</b>	<b>\$29,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$150,000</b>	<b>\$204,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) To be determined anticipated maintenance costs savings.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service		\$2,030	\$2,380	\$2,730	\$3,080	\$3,430	\$271,950	\$285,600
<b>Total</b>	<b>\$0</b>	<b>\$2,030</b>	<b>\$2,380</b>	<b>\$2,730</b>	<b>\$3,080</b>	<b>\$3,430</b>	<b>\$271,950</b>	<b>\$285,600</b>

## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Sewer Vac Truck Discharge and Cleaning Station  
**Department:** Public Services  
**Budget Code:** \_\_\_\_\_  
**Justification:** Improves existing service  
**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:** Project will consist of constructing a facility where the sewer vac truck that is used to clean sewer mains can efficiently dump the waste collected and where the equipment can be properly cleaned on a regular basis. This facility will be constructed at City Yards.

**Project Objectives/Status:** The existing facility for this use is very primitive. This new facility will allow for a much more efficient method to handle the waste, clean the equipment, and meet all environmental regulations.

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning								
Land								
Construction		\$1,500						\$1,500
Equipment								
<b>Total</b>	<b>\$0</b>	<b>\$1,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,500</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
Utilities Fund								
Revenue Bonds		\$1,500						\$1,500
<b>Total</b>	<b>\$0</b>	<b>\$1,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,500</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) To be determined.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service			\$105	\$105	\$105	\$105	\$1,680	\$2,100
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$105</b>	<b>\$105</b>	<b>\$105</b>	<b>\$105</b>	<b>\$1,680</b>	<b>\$2,100</b>

## Five-Year Capital Improvement Plan (CIP)

**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):** 2023

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

**Project Description:** Project will consist of constructing a new maintenance facility at City Yards.

**Project Objectives/Status:** The existing maintenance facilities/buildings on Woodstock Lane and at City Yards are old and in very poor condition. The buildings are in constant need of maintenance and need to be replaced. A new facility would lower the maintenance costs of maintaining the existing old buildings and would improve the efficiency of the operation. In addition, equipment would last much longer and stay in better condition because it could be stored inside, as opposed to outdoors in the current operation.

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning	\$450							\$450
Land	\$150							\$150
Construction	\$9,200	\$2,500						\$11,700
Equipment								
<b>Total</b>	<b>\$9,800</b>	<b>\$2,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,300</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
Utilities Fund								
Revenue Bonds	\$9,800	\$2,500						\$12,300
<b>Total</b>	<b>\$9,800</b>	<b>\$2,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,300</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) None anticipated at this time.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service		\$686	\$861	\$861	\$861	\$861	\$13,090	\$17,220
<b>Total</b>	<b>\$0</b>	<b>\$686</b>	<b>\$861</b>	<b>\$861</b>	<b>\$861</b>	<b>\$861</b>	<b>\$13,090</b>	<b>\$17,220</b>



## Five-Year Capital Improvement Plan (CIP)

**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):** 2025

**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning	\$500							\$500
Land								
Construction	\$6,500	\$1,800		\$3,000				\$11,300
Equipment								
<b>Total</b>	<b>\$7,000</b>	<b>\$1,800</b>	<b>\$0</b>	<b>\$3,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,800</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
Utilities Fund								
Revenue Bonds	\$7,000	\$1,800		\$3,000				\$11,800
<b>Total</b>	<b>\$7,000</b>	<b>\$1,800</b>	<b>\$0</b>	<b>\$3,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,800</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) Maintenance costs expected to be reduced.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service		\$490	\$616	\$616	\$826	\$826	\$13,146	\$16,520
<b>Total</b>	<b>\$0</b>	<b>\$490</b>	<b>\$616</b>	<b>\$616</b>	<b>\$826</b>	<b>\$826</b>	<b>\$13,146</b>	<b>\$16,520</b>

## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Jefferson Street Water Pump Station and Watermain  
**Department:** Public Services  
**Budget Code:**  
**Justification:** Improves existing service  
**Start Date (FY):** 2023  
**End Date (FY):** 2025

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

**Project Description:** This project consists of 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, including the hospital. The project also includes installing a new 18-inch watermain in Jefferson Street from Valley Avenue to the water tanks where the pump station will be constructed.

**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning			\$400					\$400
Land								
Construction				\$8,000				\$8,000
Equipment								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400</b>	<b>\$8,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,400</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
GO Bonds								
Utilities Fund								
Revenue Bonds			\$400	\$8,000				\$8,400
<b>Total</b>	<b>\$50</b>	<b>\$400</b>	<b>\$400</b>	<b>\$8,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,400</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) To be determined.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service				\$28	\$588	\$588	\$10,566	\$11,760
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$28</b>	<b>\$588</b>	<b>\$588</b>	<b>\$10,566</b>	<b>\$11,760</b>

## Five-Year Capital Improvement Plan (CIP)

**Project Title:** Sewer Pump Station Replacements  
**Department:** Public Services  
**Budget Code:** 535-4805-448-86-13  
**Justification:** Improves existing service  
**Start Date (FY):** 2021  
**End Date (FY):** 2030

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

**Project Description:** This project consists of replacing all of the existing sewer pump stations that are old and at the end of their useful life.

**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning	\$400		\$400	\$200	\$200	\$200	\$600	\$2,000
Land								
Construction	\$1,500	\$1,500		\$5,000	\$2,000	\$2,000	\$6,000	\$18,000
Equipment								
<b>Total</b>	<b>\$1,900</b>	<b>\$1,500</b>	<b>\$400</b>	<b>\$5,200</b>	<b>\$2,200</b>	<b>\$2,200</b>	<b>\$6,600</b>	<b>\$20,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
Utilities Fund								
Revenue Bonds	\$1,900	\$1,500	\$400	\$5,200	\$2,200	\$2,200	\$6,600	\$20,000
<b>Total</b>	<b>\$1,900</b>	<b>\$1,500</b>	<b>\$400</b>	<b>\$5,200</b>	<b>\$2,200</b>	<b>\$2,200</b>	<b>\$6,600</b>	<b>\$20,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) To be determined.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service		\$133	\$238	\$266	\$630	\$784	\$25,949	\$28,000
<b>Total</b>	<b>\$0</b>	<b>\$133</b>	<b>\$238</b>	<b>\$266</b>	<b>\$630</b>	<b>\$784</b>	<b>\$25,949</b>	<b>\$28,000</b>

## Five-Year Capital Improvement Plan (CIP)

**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning							\$2,000	\$2,000
Land								
Construction							\$28,000	\$28,000
Equipment								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$30,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
Utilities Fund								
Revenue Bonds							\$30,000	\$30,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$30,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) To be determined.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service							\$42,000	\$42,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$42,000</b>	<b>\$42,000</b>

## Five-Year Capital Improvement Plan (CIP)

**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 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Cost Estimate (in thousands \$)</b>								
Planning							\$2,000	\$2,000
Land								
Construction							\$18,000	\$18,000
Equipment								
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$20,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Funding Sources (in thousands \$)</b>								
General Fund								
GO Bonds								
Utilities Fund								
Revenue Bonds							\$20,000	\$20,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$20,000</b>

	Prior Years	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Future	Project Total
<b>Operating Impacts (in thousands \$) To be determined.</b>								
Revenue (-)								
Personnel								
Operating								
Debt Service							\$28,000	\$28,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$28,000</b>	<b>\$28,000</b>



## **EQUIPMENT REPLACEMENT PLAN FY 2022 – FY 2026**



# 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 2021 plan was drastically reduced or suspended. The FY 2022 plan is taking advantage of some one-time funds to replace some public safety vehicles. The City plans to resume replacing equipment with dedicated funding 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 2022 – FY 2026**

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 2022 - FY 2026

### DEPARTMENT SUMMARY

Department	2022	2023	2024	2025	2026	Total
Sheriff	40,000	69,000	70,000	71,000	36,000	286,000
Police	186,000	246,100	310,000	320,000	320,000	1,382,100
Fire	-	850,000	360,000	850,000	60,000	2,120,000
Zoning & Inspections	-	24,000	25,000	25,000	25,000	99,000
Emergency Management	-	1,730,300	-	-	-	1,730,300
Refuse	-	-	205,000	-	-	205,000
Highway Maintenance	-	290,000	170,000	135,000	185,000	780,000
Parks & Recreation	-	9,000	9,000	-	-	18,000
Social Services	25,000	25,000	25,000	25,000	25,000	125,000
Transit	-	340,000	-	-	-	340,000
Public Services	928,000	-	-	150,000	250,000	1,328,000
<b>Grand Total</b>	<b>1,179,000</b>	<b>3,583,400</b>	<b>1,174,000</b>	<b>1,576,000</b>	<b>901,000</b>	<b>8,413,400</b>

# Equipment Replacement Plan

## City of Winchester Equipment Replacement Plan 2022 - 2026 *Equipment by Year*

Department	Requested	New Equipment	Cost/Funding Source		
			General Fund	Other	Total
<b><u>2022</u></b>					
Sheriff	2008 Tahoe	Pickup Truck	40,000	-	40,000
Police	Police Vehicles (4)	Police Vehicles (4)	186,000	-	186,000
Social Services	2012 Ford Escape	Sedan or SUV	-	25,000	25,000
PS - WTP		Equipment	-	125,000	125,000
PS - Utilities Distribution		Excavator	-	250,000	250,000
PS - Utilities Distribution		Loader	-	190,000	190,000
PS - Utilities Distribution		Skid Steer	-	120,000	120,000
PS - Utilities Distribution		Pickup Trucks (2)	-	113,000	113,000
PS - Utilities Distribution		Dump Truck	-	90,000	90,000
PS - Utilities Distribution		Trailers (2)	-	40,000	40,000
<b>Total for 2022</b>			<b>226,000</b>	<b>953,000</b>	<b>1,179,000</b>
<b><u>2023</u></b>					
Sheriff	2007 Tahoe	SUV	34,000	-	34,000
Sheriff	2014 Ford Sedan	SUV	35,000	-	35,000
Police	Police Vehicles (5)	Police Vehicles (5)	246,100	-	246,100
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
Fire & Rescue	2006 4300 Transtar	International	750,000	-	750,000
Emergency Management	2004 Ford Explorer	Pickup Truck	34,000	-	34,000
Emergency Management	APX7000 Portable Radios (225)	APX8000 Portable Radios (225)	1,696,300		1,696,300
Zoning	2005 Chevy Malibu	SUV	24,000	-	24,000
Highway Maint - Traffic	Bucket Truck	Bucket Truck	120,000	-	120,000
Highway Maint - Streets	'99 GMC Dump Truck	Dump Truck	140,000	-	140,000
Highway Maint - Streets	Salt Spreaders (2)	Salt Spreaders (2)	30,000	-	30,000
Parks & Recreation	Hustler Super Z	Zero Turn Mower	9,000	-	9,000
Social Services	2012 Ford Escape	Sedan	-	25,000	25,000
Transit	2015 International (2)	Transit Buses (2)	34,000	306,000	340,000
<b>Total for 2023</b>			<b>3,252,400</b>	<b>331,000</b>	<b>3,583,400</b>
<b><u>2024</u></b>					
Sheriff	2011 Ford Sedan	SUV	35,000	-	35,000
Sheriff	2010 Ford Sedan	SUV	35,000	-	35,000
Police	Police Vehicles (6)	Police Vehicles (6)	310,000	-	310,000
Fire & Rescue	2014 Chevy Tahoe	4x4 SUV	60,000	-	60,000
Fire & Rescue	6 Physio Control LifePak15	6 Physio Control LifePak	300,000	-	300,000



# Equipment Replacement Plan

Department	Requested	New Equipment	Cost/Funding Source		
			General Fund	Other	Total
<b><u>2024 – continued</u></b>					
Inspections	2008 Chevy Colorado	Light Truck	25,000	-	25,000
Refuse	Refuse Truck	Refuse Truck	205,000	-	205,000
	Hustler Zero Turn				
Parks & Recreation	Mower	Zero Turn Mower	9,000	-	9,000
Highway Maint - Streets	2002 GMC Truck	Pickup Truck	70,000	-	70,000
Highway Maint - Streets	2003 GMC Truck	Truck with Dump	60,000	-	60,000
Highway Maint - Streets	2003 GMC 4x4 Pickup	One Ton Pickup	40,000	-	40,000
Social Services	2013 Dodge Avenger	Sedan	-	25,000	25,000
<b>Total for 2024</b>			<b>1,149,000</b>	<b>25,000</b>	<b>1,174,000</b>
<b><u>2025</u></b>					
Sheriff	2016 SUV	SUV	35,000	-	35,000
Sheriff	2014 Dodge Charger	SUV	36,000	-	36,000
Police	Police Vehicles (6)	Police Vehicles (6)	320,000	-	320,000
	1990 International	4900 HazMat			
Fire & Rescue	4900 (HM)	Vehicle	750,000	-	750,000
Fire & Rescue	2010 Ford SUV (FC)	4x4 SUV	50,000	-	50,000
Fire & Rescue	2010 Ford SUV (EM)	4x4 SUV	50,000	-	50,000
Inspections	2011 Ford Ranger	Light Pickup Truck	25,000	-	25,000
Highway Maint - Streets	2008 Dump Truck	Dump Truck	135,000	-	135,000
Social Services	2014 Jeep Compass	Small SUV	-	25,000	25,000
Public Services			-	150,000	150,000
<b>Total for 2025</b>			<b>1,401,000</b>	<b>175,000</b>	<b>1,576,000</b>
<b><u>2026</u></b>					
Sheriff	2014 Dodge Charger	SUV	36,000	-	36,000
Police	Police Vehicles (6)	Police Vehicles (6)	320,000	-	320,000
Fire & Rescue	2017 Chevy 3500 HD	4x4 HD Pickup	60,000	-	60,000
Inspections	2014 Jeep Compass	Small SUV	25,000	-	25,000
Highway Maint - Streets	Dump Truck	Dump Truck	140,000	-	140,000
Highway Maint - Streets	2008 Ford F550	Pickup	45,000	-	45,000
Social Services	2017 Jeep Compass	Small SUV	-	25,000	25,000
Public Services				250,000	250,000
<b>Total for 2026</b>			<b>626,000</b>	<b>275,000</b>	<b>901,000</b>
<b>Grand Total</b>			<b>6,654,400</b>	<b>1,759,000</b>	<b>8,413,400</b>

# Information Technology Plan

## Introduction and Background

The Information Technology Plan is a summary of information technology needs in the current fiscal year for City of Winchester. It is intended to alert the Council and citizens of technology needs that are required to maintain the efficiency of city services and the safety of the staff.

The Information Technology Plan's basic premise is scheduled procurement of technology to meet the City's needs. Funds have been designated to upgrade the current voice recorder equipment in the Emergency Communications Center. The plan also includes the continued replacement of computer hardware and software.

### FY 2022 INFORMATION TECHNOLOGY PLAN SUMMARY

Projects	Adopted
Network Infrastructure	149,100
Server Infrastructure	65,800
<b>Total Adopted ITP</b>	<b>214,900</b>

## Health/Dental Insurance Plans and Rates

### City of Winchester FY 2022 United HealthCare Medical Insurance Rates Including Dental & Vision Coverage

500 Deductible Plan					
<b>Calendar Year Deductible</b>		\$500 per member \$1,000 per family			
<b>Out-of-pocket maximum</b>		\$4,000 per member \$8,000 per family			
	<b>Monthly Expected Rates</b>	<b>Employer Contribution</b>	<b>%</b>	<b>Employee Contribution</b>	<b>%</b>
Employee Only	613.66	583.74	95%	29.92	5%
Employee Plus 1	1,140.74	955.13	84%	185.61	16%
Employee/Family	1,682.26	1,233.14	73%	449.12	27%
	<b>Bi-Weekly Expected Rates</b>	<b>Employer Contribution</b>	<b>%</b>	<b>Employee Contribution</b>	<b>%</b>
Employee Only	283.23	269.42	95%	13.81	5%
Employee Plus 1	526.50	440.83	84%	85.67	16%
Employee/Family	776.43	569.14	73%	207.29	27%

1000 Deductible Plan					
<b>Calendar Year Deductible</b>		\$1,000 per member \$2,000 per family			
<b>Out-of-pocket maximum</b>		\$5,000 per member \$10,000 per family			
	<b>Monthly Expected Rates</b>	<b>Employer Contribution</b>	<b>%</b>	<b>Employee Contribution</b>	<b>%</b>
Employee Only	583.74	583.74	100%	-	0%
Employee Plus 1	1,085.37	955.13	88%	130.24	12%
Employee/Family	1,601.48	1,233.14	77%	368.34	23%
	<b>Bi-Weekly Expected Rates</b>	<b>Employer Contribution</b>	<b>%</b>	<b>Employee Contribution</b>	<b>%</b>
Employee Only	269.42	269.42	100%	-	0%
Employee Plus 1	500.94	440.83	88%	60.11	12%
Employee/Family	739.14	569.14	77%	170.00	23%

# Debt Summary

## Summary of Outstanding Debt

As of June 30, 2022

ISSUE	PURPOSE	AMOUNT ISSUED	ISSUE DATE	MATURITY DATE	BALANCE CITY/SCH	BALANCE UTILITIES
<b><u>General Obligation Debt</u></b>						
Public Improvement and Refunding Bond Series 2011	Finance General fund projects, Utilities and Schools Capital projects	31,705,000	9/1/2012	9/1/2023	8,519,141	1,410,859
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	3,673,310	1,041,690
Public Improvement Bond Series 2013	Finance General fund projects and Schools capital projects	24,265,000	10/30/2013	9/1/2033	2,275,000	
Public Improvement Bond Series 2014	Finance General fund projects and Schools capital projects	14,685,000	10/30/2014	9/1/2037	3,320,000	
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	14,530,000	
Public Improvement and Refunding Bond Series 2020	Finance General fund projects and Schools capital projects	24,625,000	7/15/2020	8/1/2040	24,625,000	
Public Improvement and Refunding Bond Series 2021A	Finance General fund projects, Utilities and Schools Capital projects	19,850,000	3/30/2021	8/1/2026	16,981,091	2,868,909
HUD 108 Loan	Sidewalks	1,000,000	5/10/2019	8/1/2028	400,000	
<b><u>Revenue Bonds</u></b>						
Revenue bonds- VRA Series 2009B	Utilities Capital Projects	12,295,000	11/1/2009	10/2/2029		6,955,000
Revenue bonds- VRA Series 2011A	Utilities Capital Projects	1,500,000	10/25/2011	9/1/2042		1,213,679
Revenue bonds- VRA Series 2011B	Utilities Capital Projects	19,470,000	10/16/2011	10/1/2032		860,000
Revenue bonds- VRA Series 2015A	Utilities Capital Projects	14,810,000	4/28/2015	4/1/2030		12,865,000

## Debt Summary

### Summary of Outstanding Debt

As of June 30, 2022

ISSUE	PURPOSE	AMOUNT ISSUED	ISSUE DATE	MATURITY DATE	BALANCE CITY/SCH	BALANCE UTILITIES
<b>Revenue Debt - continued</b>						
Revenue bonds- VRA Series 2017A	Utilities Capital Projects	13,115,000	4/28/2017	4/1/2033		13,000,000
Revenue bonds- VRA Series 2018A	Utilities Capital Projects	37,725,000	5/23/2018	10/1/2039		36,565,000
Revenue bonds- VRA Series 2019A	Utilities Capital Projects	6,555,000	9/20/2019	4/1/2030		6,555,000
Revenue bonds – VRA Series 2020B	Utilities Capital Projects	32,655,000		4/1/2051		32,655,000
FWSA Opequon Water Facility Obligations	Obligations Payable- FWSA	55,954,557	4/1/2004	4/1/2039		33,808,488
<b>Total - All Outstanding Bonds</b>		<b>370,504,557</b>			<b>90,983,542</b>	<b>149,798,625</b>

### Legal Debt Margin Information Last Five Fiscal Years

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Debt Limit	299,572,546	300,004,355	320,287,966	321,224,942	330,940,692
Total Net Debt Applicable to Limit	105,885,838	104,449,458	95,354,720	85,790,000	91,165,000
Legal Debt Margin	193,686,708	195,554,897	224,933,246	235,434,942	239,775,692
Total Net Debt Applicable to Limit as a % of Debt Limit	35.35%	34.82%	29.77%	26.71%	27.55%

#### Legal Debt Margin Calculation for Fiscal Year 2020

Assessed Value of Real Property	3,309,406,924
Debt Limit - 10%	330,940,692
Amount of Debt Applicable to Debt Limit	
General Obligation Bonds	91,165,000
Legal Debt Margin	239,775,692



# 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	
2022	1,746,400	851,798	2,598,198	6,775,242	1,839,330	8,614,572	11,212,770
2023	1,575,128	967,604	2,542,732	7,489,806	1,580,515	9,070,321	11,613,053
2024	1,882,975	911,474	2,794,449	7,565,452	1,383,571	8,949,023	11,743,472
2025	1,870,046	854,543	2,724,589	7,155,394	1,271,718	8,427,112	11,151,701
2026	1,832,998	793,031	2,626,029	6,009,977	1,146,757	7,156,734	9,782,763
2027	1,422,453	727,451	2,149,904	3,677,672	1,020,425	4,698,097	6,848,001
2028	1,487,496	657,862	2,145,358	2,422,504	903,063	3,325,567	5,470,925
2029	1,437,196	587,325	2,024,521	2,102,804	796,350	2,899,154	4,923,675
2030	1,493,213	518,466	2,011,678	2,201,788	701,159	2,902,947	4,914,625
2031	1,557,909	444,874	2,002,783	2,307,091	595,076	2,902,167	4,904,950
2032	1,627,582	369,189	1,996,771	2,412,418	487,086	2,899,504	4,896,275
2033	1,694,958	297,100	1,992,058	2,515,042	383,850	2,898,892	4,890,950
2034	1,760,434	231,898	1,992,332	2,609,566	287,002	2,896,568	4,888,900
2035	1,375,812	174,233	1,550,046	1,219,188	219,192	1,438,379	2,988,425
2036	1,024,565	128,873	1,153,438	1,195,435	182,027	1,377,462	2,530,900
2037	1,030,052	92,490	1,122,542	1,229,948	144,910	1,374,858	2,497,400
2038	1,055,854	61,363	1,117,217	1,269,146	107,712	1,376,858	2,494,075
2039	656,979	37,213	694,192	1,303,021	72,787	1,375,808	2,070,000
2040	673,439	20,203	693,642	1,336,561	40,297	1,376,858	2,070,500
2041	280,000	2,800	282,800	700,000	7,000	707,000	989,800
	<b>27,485,489</b>	<b>8,729,790</b>	<b>36,215,279</b>	<b>63,498,053</b>	<b>13,169,828</b>	<b>76,667,880</b>	<b>112,883,159</b>

# 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	
2022	7,607,061	5,452,980	13,060,041	285,400	233,078	518,478	13,578,519
2023	7,387,451	5,136,072	12,523,524	297,900	222,433	520,333	13,043,856
2024	6,845,788	4,796,301	11,642,089	305,200	211,426	516,626	12,158,715
2025	7,784,562	4,444,845	12,229,407	317,100	200,069	517,169	12,746,576
2026	8,157,368	4,054,440	12,211,808	328,800	188,282	517,082	12,728,889
2027	8,537,302	3,657,457	12,194,759	340,100	176,074	516,174	12,710,934
2028	8,893,264	3,284,847	12,178,111	351,100	163,460	514,560	12,692,671
2029	9,257,764	2,902,361	12,160,125	366,700	150,360	517,060	12,677,185
2030	8,686,225	2,519,400	11,205,624	376,900	136,789	513,689	11,719,314
2031	7,211,437	2,187,829	9,399,266	391,700	122,762	514,462	9,913,728
2032	6,174,969	1,915,674	8,090,643	406,000	108,204	514,204	8,604,847
2033	6,401,768	1,692,028	8,093,796	419,800	93,133	512,933	8,606,730
2034	5,128,203	1,502,367	6,630,570	438,100	77,477	515,577	7,146,147
2035	5,295,105	1,333,060	6,628,164	450,800	61,254	512,054	7,140,219
2036	5,473,450	1,154,159	6,627,609	468,000	44,486	512,486	7,140,095
2037	5,663,655	967,651	6,631,305	484,500	27,103	511,603	7,142,908
2038	5,846,416	777,444	6,623,861	500,300	9,130	509,430	7,133,291
2039	6,043,541	584,697	6,628,238	-	-	-	6,628,238
2040	4,069,882	422,880	4,492,762	-	-	-	4,492,762
2041	1,396,994	344,408	1,741,402	-	-	-	1,741,402
2042	1,429,170	313,757	1,742,927	-	-	-	1,742,927
2043	1,423,342	282,403	1,705,746	-	-	-	1,705,746
2044	1,415,000	251,819	1,666,819	-	-	-	1,666,819
2045	1,445,000	220,897	1,665,897	-	-	-	1,665,897
2046	1,475,000	189,325	1,664,325	-	-	-	1,664,325
2047	1,510,000	156,769	1,666,769	-	-	-	1,666,769
2048	1,540,000	123,219	1,663,219	-	-	-	1,663,219
2049	1,575,000	88,947	1,663,947	-	-	-	1,663,947
2050	1,610,000	53,906	1,663,906	-	-	-	1,663,906
2051	1,645,000	18,097	1,663,097	-	-	-	1,663,097
	<b>146,929,716</b>	<b>50,830,039</b>	<b>197,759,755</b>	<b>6,528,400</b>	<b>2,225,522</b>	<b>8,753,922</b>	<b>206,513,677</b>

### CITY OF WINCHESTER DEBT OBLIGATION POLICY

*Adopted December 9, 2003*

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#### I. BACKGROUND AND PURPOSE

This debt policy is designed to provide guidance to the City of Winchester and its operating units in the issuance of debt and similar obligations. For the purposes of this Policy, any Capital Lease obligation whereas not legally considered debt of the City, shall be treated as such. This Policy shall apply to all operating units of the City receiving General Fund support for repayment of debt used to finance Capital Projects. This Policy is designed to be used with other Financial Policies of the City as they exist from time to time.

This Policy will address various types of debt that may be issued by or on behalf of the City, the level of these obligations, the corresponding annual debt service costs of these obligations and the approval requirements for the issuance of such obligations.

The purpose of this Policy is to ensure the issuance and repayment of all debt obligations are properly planned, approved and executed to ensure the efficient and effective financial operations of the City.

#### II. PLANNING, PERFORMANCE, AND MONITORING

- A. The planning, issuance, and review of outstanding and proposed debt obligations will ensure that compliance with this Policy is maintained.
- B. The City may issue debt obligations for the purpose of acquiring, improving, renovating, or constructing Capital Projects including buildings, machinery, equipment, furniture, and fixtures or other similar longer life assets (i.e., water or sewer capacity, etc.).
- C. Whenever feasible, similar debt obligations will be issued at one time to minimize issuance costs.
- D. The City will annually prepare and adopt a multi-year Capital Improvements Program to identify and establish an orderly plan to meet the City's infrastructure needs with all debt-related projects and the corresponding debt service impact upon the General Funds of the City identified. The City shall discourage any additions to the Program during the course of the year.

## Debt Policy

- E. As a part of the annual budgeting process, the City shall prepare a report summarizing compliance with this policy and present this report to the City Council for approval.

### III. ISSUANCE GUIDELINES

- A. The City will not use short-term borrowing to finance operating needs, except in instances as described under Revenue Anticipation Notes.
- B. The City shall prepare an analysis of anticipated revenues, the potential tax impact and future operating costs associated with any project proposal for external financing.
- C. The final maturity of any obligation will not exceed the expected useful life of the assets or project for which the obligation is issued.
- D. Prior to the issuance of any form of debt, the City will ensure that the issuance of such debt will not result in the non-compliance with this Policy.
- E. At a minimum, all such obligations require approval by the City Council. This approval shall indicate the City Council approval of the identified funding for this Project and compliance with this Debt Policy.
- F. Unless approved by the City Council, no obligations shall be issued for an amount less than \$500,000 or for Capital Projects with a useful life of less than three (3) years.
- G. Based on the recommendations of its Financial Advisor and approval by the City Council, all debt obligations shall include funds sufficient to provide, if needed, capitalized interest, a Debt Service Reserve Fund, Rate Stabilization or other similar Funds as well as funds necessary to cover the cost of issuance of the Obligations.

### IV. DEBT PARAMETERS

The City shall maintain compliance with the following Debt parameters on a historical basis as well as on a Pro Forma basis after giving effect to the obligation being issued. Given the magnitude of the City's long-term Capital Improvement Program at the time this Policy is being adopted, the City has established a target policy and a maximum policy. While the City will attempt to adhere to the targeted levels, the City realizes that according to current projections it will be out of compliance with the targeted levels during several of the years once all the debt is issued.

## Debt Policy

- A. Net Debt as a percentage of Assessed Value shall be targeted at less than 3.5%, with a maximum level of 4.0%. (Net Debt is General Obligation debt and Capital Lease Obligation exclusive of debt or leases payable from the Enterprise Fund.)
- B. General Obligation Debt Service and Capital Lease payments as a percentage of Total Governmental Fund Expenditures shall be targeted at less than 12.5%, with a maximum level of 15%. For purposes of this requirement, General Governmental Expenditures shall be that amount reported in the most recent Comprehensive Annual Financial Report.

To the extent that the City proposes issuing debt that will exceed the targeted levels, City staff shall provide City Council for its review prior to authorizing the debt with a calculation of when it expects the City to be back in compliance with the targeted levels.

### V. **PERMITTED OBLIGATIONS**

Based on the implementation of this Policy, the City shall consider the following Obligation as Permitted Obligations for the purposes as stated. Unless stated otherwise in the section below, all such obligations shall be considered Debt for purposes of the Policy.

#### ***A. Revenue Anticipation Notes***

- 1. The City's Fund Balance Policy is designed to provide adequate cash flow to avoid the need for Revenue Anticipation Notes (RANs). As such, the use of RANs is discouraged.
- 2. The City may issue RANs in situations beyond the City's control or ability to forecast when the revenues will be received after the related funds are scheduled to be distributed.
- 3. The City will issue RANs for a period not to exceed the one year period permitted under the Constitution of Virginia, Article VII Section 10.
- 4. Prior to the issuance of RANs, the City will advise the City Council of the circumstances creating the need for the RANs and whether this need will continue in the future. In all cases, the City shall attempt to minimize the amount of RANs issued.
- 5. The issuance of RANs will not be counted as debt for purposes of this Policy.

### ***B. Bond Anticipation Notes***

1. The City may issue Bond Anticipation Notes (BANs) in expectation of the issuance of General Obligation Bonds or Revenue Bonds when funds are required for the financed capital project to be initiated or continued but the City does not need to issue all of the permanent funding at that time.
2. The City may issue BANs when the long-term financial markets do not appear appropriate on a given date but have a clear potential for improvement within the next twelve months.
3. The City may issue BANs with a maturity of up to two years in length with no more than one additional two-year period.
4. Prior to issuing BANs, the City will clearly demonstrate its ability to comply with this Debt Policy upon issuance of the permanent financing.

### ***C. General Obligation Bonds***

1. The Constitution of Virginia, Article VII Section 10(a), and the Public Finance Act contains a 10% of assessed value of real estate limitation on outstanding indebtedness which a City may incur.
2. The City may issue GO debt for any capital projects or other properly approved projects or programs.

### ***D. VPSA Bonds and State Literary Fund Loans***

1. The City may finance its Schools needs with General Obligation debt or lease appropriation debt which may be subject to other provisions of this Policy. Should the City wish to use either the VPSA or Literary Loan to meet these needs, then these additional requirements must be met.
2. School capital projects or other projects permitted to be financed by the VPSA or State Literary Funds may be funded with GO debt as long as such debt is issued either through VPSA or State Literary Fund. The City shall attempt to use Literary Funds when at all possible; however, preference should be given to accessibility and interest rates when determining whether to use the VPSA or the Literary Fund.
3. Approval of the School Board is required prior to approval by the City Councils for projects funded with VPSA or State Literary Fund Loans.

### ***E. Revenue Bonds***

1. The City may issue Revenue Bonds to fund enterprise activities, such as water and sewer utilities, solid waste disposal facilities or for capital projects which will generate a revenue stream sufficient to fund the annual debt service costs of the Revenue Bonds.
2. The Revenue Bonds will include written covenants that will require that the revenue sources are sufficient to fund operating expenses and all debt service requirements.

### ***F. Capital Leases***

1. The City may execute Capital Leases or Certificates of Participation with independent parties to provide for the use of buildings, machinery, equipment, furniture, and fixtures as long as the asset is acquired at the end of the lease and the Capital Lease, if treated as Debt, complies with this Debt Policy.

### ***G. Moral Obligation Debt***

1. The City may enter into leases, contracts, or other agreements with other public bodies that provide for the payment of debt service when revenues of such public bodies or agencies may prove insufficient to cover debt service.
2. Payment of such moral obligation debt service will be done when the best interest of the City is clearly demonstrated.
3. While such moral obligation support does not affect the debt limit of the City, the amount of bonds issued with the City's moral obligation should be controlled in order to limit potential demands on the City and any expected use of this type of obligation should be clearly within the parameter of this Debt Policy.
4. The City will not count this type of obligation as Debt as long as this Debt remains self-sufficient. Should the City need to fund any of this debt, the City should count its maximum total debt exposure under this agreement as Debt for purposes of this Policy.

## **VI. DISCLOSURE AND COMMUNICATIONS**

- A. The City will maintain good communications with bond rating agencies to inform them about the City's financial position by providing them with the City's Comprehensive Annual Financial Report and Operating and Capital Improvements Budget.
- B. The City will follow the National Federation of Municipal Analysts and Government Finance Officers Association policy of full continuing disclosure.

## Debt Policy

- C. The City will disclose the preceding ten fiscal year's debt ratios in the Comprehensive Annual Financial Report.
- D. As part of its Operating and Capital Improvement Budget, the City will disclose an estimate of the subsequent five fiscal year's debt ratios with an analysis of the impact, if any; moral obligation debt would have on the debt ratios.



### City of Winchester Fund Balance Policy

*Adopted December 9, 2003 and Amended October 9, 2012 and August 23, 2016*

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#### **I. BACKGROUND AND PURPOSE**

The City believes that sound financial management principles require that sufficient funds be retained by the City to provide a stable financial base at all times. To retain this stable financial base, the City needs to maintain a General Fund Balance sufficient to fund all cash flows of the City, to provide financial reserves for unanticipated expenditures and revenue shortfalls and to provide funds for all existing encumbrances.

The purpose of this policy is to provide guidance as to the composition of this General Fund Balance and a method of funding this balance.

#### **II. COMPONENTS OF GENERAL FUND BALANCE**

The following individual items shall constitute the General Fund Balance:

- A. *Non-Spendable* – the portion of the fund balance that is not in a spendable form or is required to be maintained intact.
- B. *Restricted* – the portion of the fund balance that can be spent only for the specific purposes stipulated by constitution, external resource providers, or through enabling legislation.
- C. *Committed* – the portion of fund balance that represents resources whose use is constrained by limitations that the government imposes upon itself at its highest level of decision making.
- D. *Assigned* – the portion of fund balance that reflects a government's intended use of resources.
- E. *Unassigned* – the residual classification that includes all spendable amounts not contained in the other classifications. This would grow or decrease depending on whether we have a surplus or deficit at the end of each fiscal year.

### III. Funding Requirements of Components of General Fund Balance

- A. An Assigned amount shall be established each year at an amount equal to the appropriated yet unexpected funds at fiscal year-end. These funds shall not be subject to current appropriations without the approval of City Council.
- B. A Committed Balance shall be established at an amount equal to all non-expended Capital Outlay projects, and any re-appropriations of prior year balances.
- C. An Unassigned Fund shall be established at an amount equal to 20% of the Total General Fund Expenditures less any Capital Outlay projects funded with Bond Proceeds. If the Unassigned Fund Balance exceeds 25% of Total General Fund Expenditures, amounts over 25% shall be transferred to the Capital Reserve Account up to the funding maximum of \$2,000,000. If the \$2,000,000 maximum funding level of the Capital Reserve Account is reached, excess funds shall remain in the Unassigned Fund Balance. In the event that the Unassigned Fund Balance falls below the 20% minimum requirement, the City will replenish the Fund Balance within three fiscal years.
- D. A second Committed ("Capital Reserve Account") shall be established at an amount no less than \$500,000 and no greater than \$2,000,000. The Account can be funded by transfers of excess funds from the Unassigned Fund Balance as discussed above or direct appropriations by City Council. Use of the Fund shall occur only by appropriation of City Council for pay-as-you-go capital projects consistent with Council's goals and objectives. The fund may not be used for new expanded services or for operating or recurring expenditures. In the event that the Fund declines below the \$500,000 minimum requirement, it must be restored within one fiscal year.

### IV. MONITORING AND FUNDING

- A. The City shall annually prepare a report documenting compliance with this Policy.
  - 1. If the City is not in compliance at this time of policy adoption, a Plan to comply with this Policy within 36 months of its adoption shall be presented to the Board.
  - 2. If the City is not in compliance with this Policy at a time other than the adoption of this Policy, or within the first 36 months, a plan to comply with the Policy within 12 months of the first notice of non-compliance shall be presented to the Board.

## Fund Balance Policy

- B. The City shall annually demonstrate that it will comply with this Policy based on its proposed Operating and Capital Budget for each year.
- C. The Capital Reserve Account will be maintained on a level at or above its current fiscal year Fund Minimum. In the event that the Fund declines below the current fiscal year Fund Minimum, it must be restored within one fiscal year.

### V. **FUND BALANCES – OTHER FUNDS**

Fund balances in the School Board Fund and Other Funds are encumbrances and/or reappropriation of prior year balances. These funds are otherwise funded by the General Fund with any surplus or deficits at year end reverting back to the General Fund.

Fund Balance (retained earnings) of the Enterprise Funds shall include amounts sufficient to maintain their operations without ongoing operating support from the General Fund.

## Glossary

The following definitions of terms are provided to aid in understanding the terminology employed in the text of the budget and other financial documents.

**Accrual Basis of Accounting** – A method of accounting that recognizes the financial effect of transactions, events and inter-fund activities when they occur, regardless of the timing of related cash flows.

**Activity** – Classification of City services based on type of service provided, including legislative, administration, courts, public safety, public works, health & welfare, education, parks & recreation, and community development.

**ADC** – Actuarially Determined Contribution.

**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.

**ARPA** – American Rescue Plan Act of 2021 - A COVID-19 relief package that provides \$1.9 trillion in mandatory funding, program changes and tax policies aimed at mitigating the continuing effects of the pandemic.

**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.

## Glossary

**Basis of Budgeting and Accounting** – Accounting methods, such as accrual basis and modified accrual basis, used to document revenues received and authorized obligations expensed.

**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.

**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.

**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.

## Glossary

**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** – 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.

**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.

## Glossary

**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.

**ECC** – Emergency Communications Center.

**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.

**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.



## Glossary

**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.

**FWSA** – Frederick-Winchester Service Authority.

**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.

**Governmental Funds** – Funds generally used to account for tax-supported activities.



## Glossary

**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.

**JDC** – Juvenile Detention Center.

**JJC** – Joint Judicial Center.

**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.

**MSA** – Metropolitan Statistical Area.

**Non-Departmental Accounts** – Accounts used to record expenditures that cannot or have not been allocated to individual departments.

**NRJDC** – Northwestern Regional Juvenile Detention Center.

**NWRDC** – Northwestern Regional Detention Center.

**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.

**OPEB** – Other Post-Employment Benefits.

**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.

## Glossary

**Pay-as-You-Go Basis** – A term used to describe the financial policy of a government that finances all of its capital outlays from current revenues rather than by borrowing. A government that pays for some improvements from current revenues and others by borrowing is said to be on a partial or modified pay-as-you-go-basis.

**Performance Measure** – An indicator of the attainment of an objective; it is a specific quantitative measure of work performed or services provided within an activity or program, or it may be a quantitative measure of results obtained through a program or activity.

**Personal Property Tax (PP)** – A City tax levied on motor vehicles and boats based on published listings of values, and on machinery and tools based on a percentage of cost.

**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.

## Glossary

**Revenue Bond** – A bond that is payable from a specific source of revenue and to which the full faith and credit of the City's taxing power is not pledged. Revenue bonds are payable from identified sources of revenue, including general fund revenues on occasion, for certain types of appropriation-supported bonds.

**School Fund Budget** – The School Fund revenues and expenditures under the control of the School Board for the operation of Winchester City Schools.

**Strategic Issues** – Policy choices or decisions which serve as the fundamental basis for the organization's types of services, service levels, cost of services and overall management.

**Tax 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.

**WPA** – Winchester Parking Authority.