

Winchester  
Virginia

FY2016  
Adopted  
BUDGET



July 1, 2015 - June 30, 2016



**CITY OF WINCHESTER, VIRGINIA  
ADOPTED BUDGET**

Fiscal Year  
July 1, 2015 through June 30, 2016



**BUDGET OFFICIALS**

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



# 2015 City Council



FIRST WARD

Les Veach  
*Elected 2008*

Bill Wiley  
*Elected 2014*



SECOND WARD

Evan Clark  
*Elected 2006*

John Hill  
*Elected 2008*



THIRD WARD

Milt McInturff  
*Elected 2008*

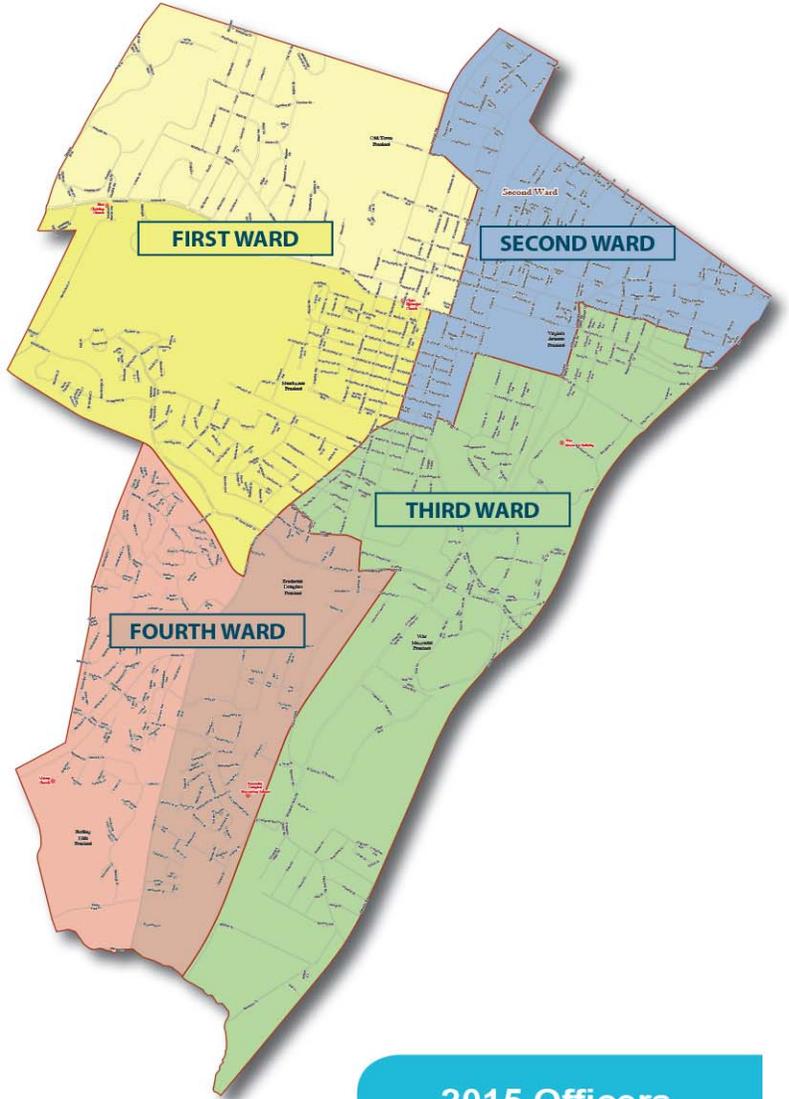
Corey Sullivan  
*Elected 2014*



FOURTH WARD

Kevin McKannan  
*Elected 2014*

John Willingham  
*Elected 2008*



AT-LARGE



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

**2015 Officers**

- Elizabeth Minor  
Mayor
- Les Veach  
Vice-Mayor
- John Willingham  
Council President
- Milt McInturff  
Vice-President



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

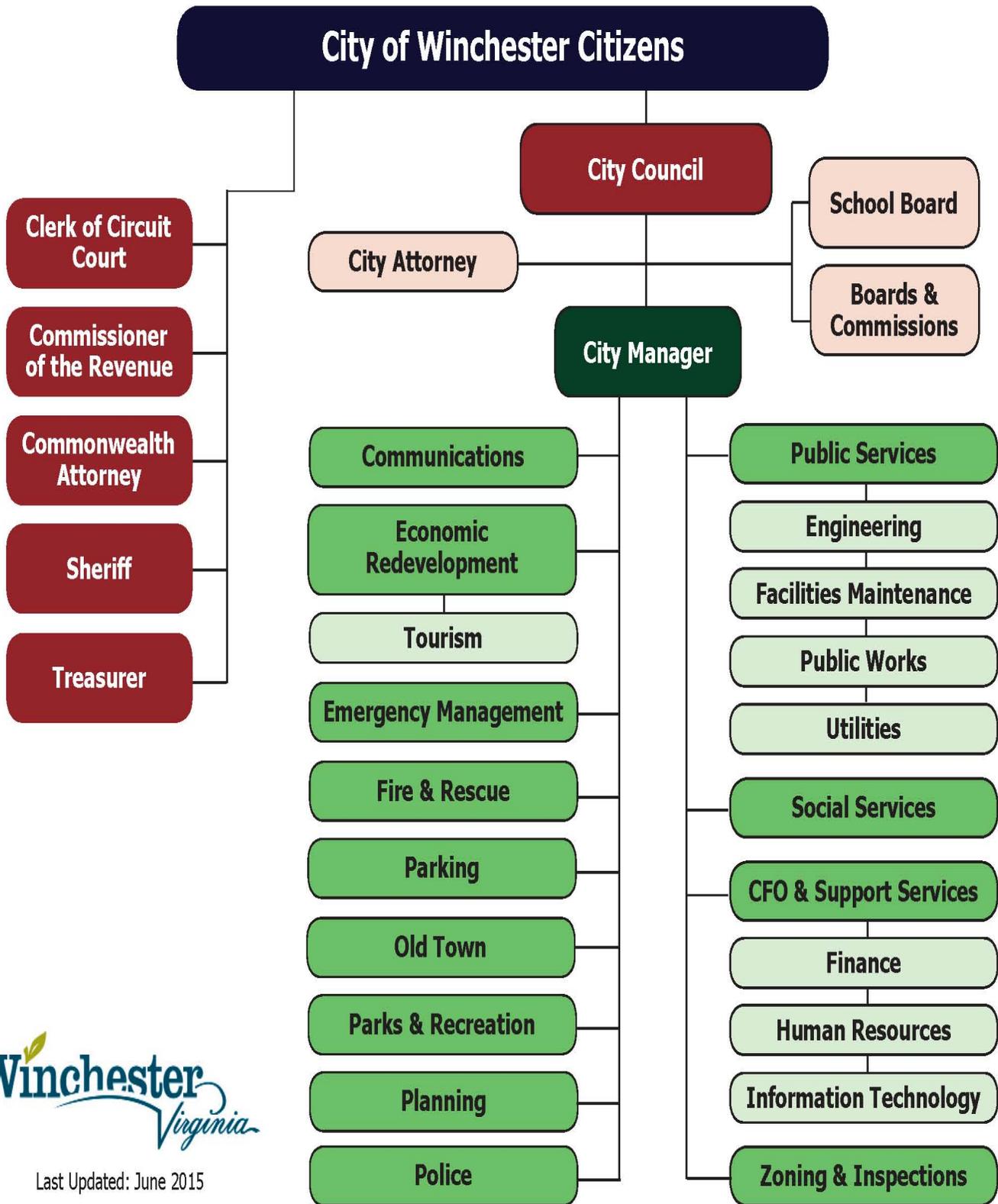
**City of Winchester  
Virginia**

For the Fiscal Year Beginning

**July 1, 2014**

Executive Director

# City of Winchester Organizational Chart



Last Updated: June 2015

# STRATEGIC PLAN 2014 2015



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

**GOAL 1**

## GROW THE ECONOMY

**ACTIONS:**

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

**OBJECTIVES:**

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

**GOAL 2**

## CREATE A MORE LIVABLE CITY FOR ALL

**ACTIONS:**

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

**OBJECTIVES:**

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

**GOAL 3**

## DEVELOP A HIGH PERFORMING ORGANIZATION

**ACTIONS:**

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

**OBJECTIVES:**

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

**GOAL 4**

## CONTINUE REVITALIZATION OF OLD TOWN

**ACTIONS:**

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

**OBJECTIVES:**

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

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

**MISSION:**

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



**VISION 2028:**

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

## FY 2016 ADOPTED BUDGET

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## City Manager's Message

Dear Honorable Members of Council,

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

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

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

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

### Disciplined Fiscal Policies:

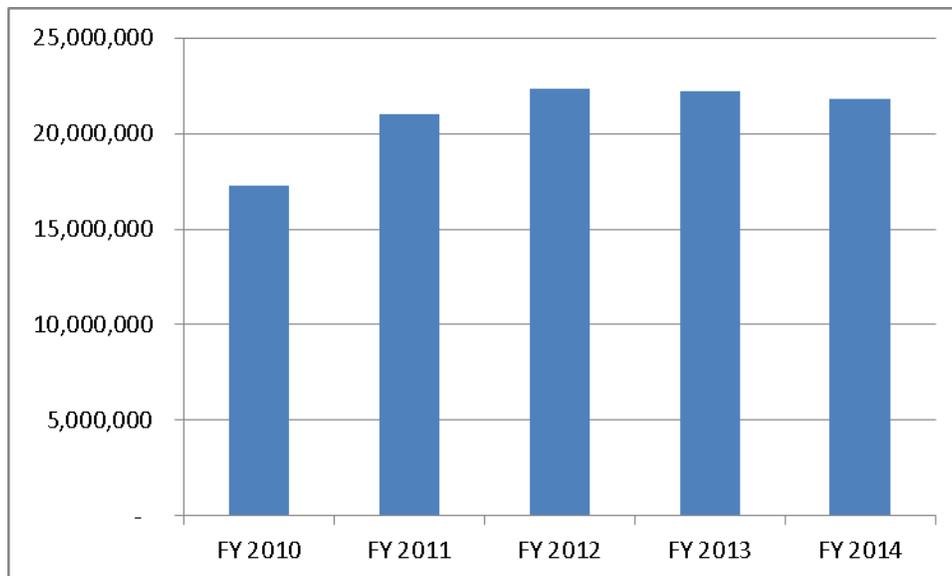
In addition, this budget has been developed with an emphasis placed on adherence to the three principals of sound financial planning:

- Fund Balance Policy
- Debt Policy
- Investment Policy

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

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

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



## City Manager's Message

### **Revenues are rebounding:**

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

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

### **Core services funding:**

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

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

### **Staffing:**

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

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

## City Manager's Message

### **Equipment replacement:**

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

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

### **Capital Improvement Projects:**

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

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



## City Manager's Message

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

Respectfully submitted,



Eden E. Freeman  
City Manager

## Budget Overview

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

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

### **Budget Accounting**

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

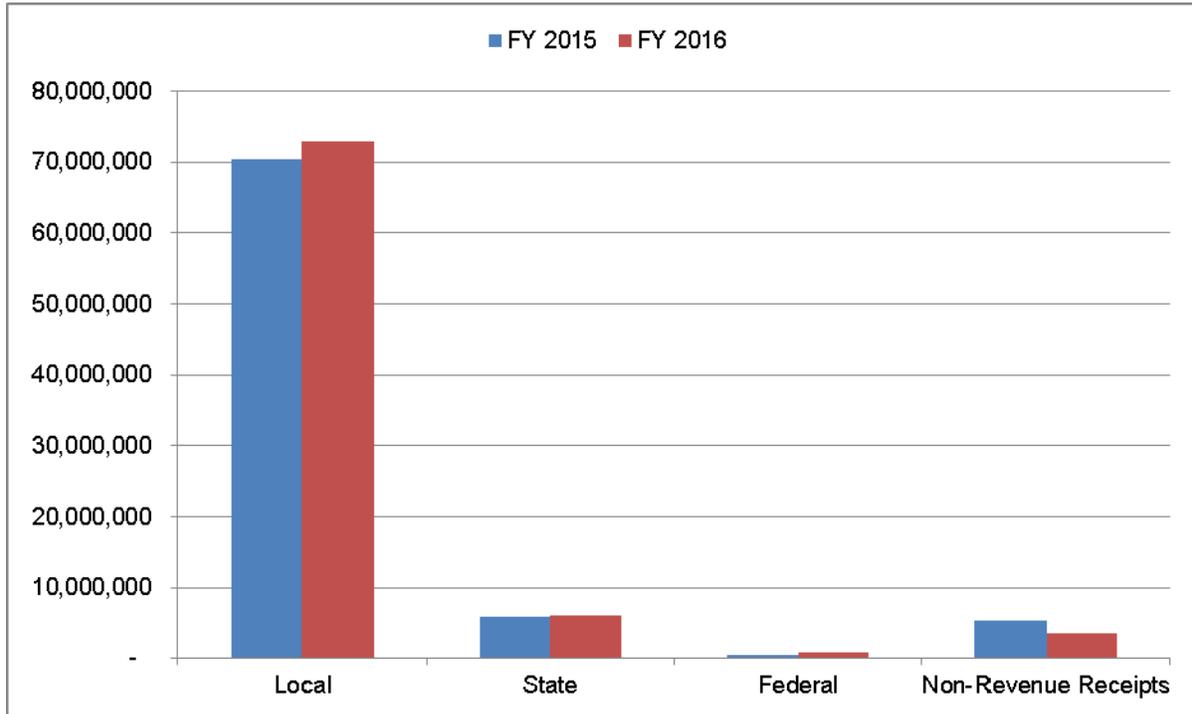
### **Revenue**

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

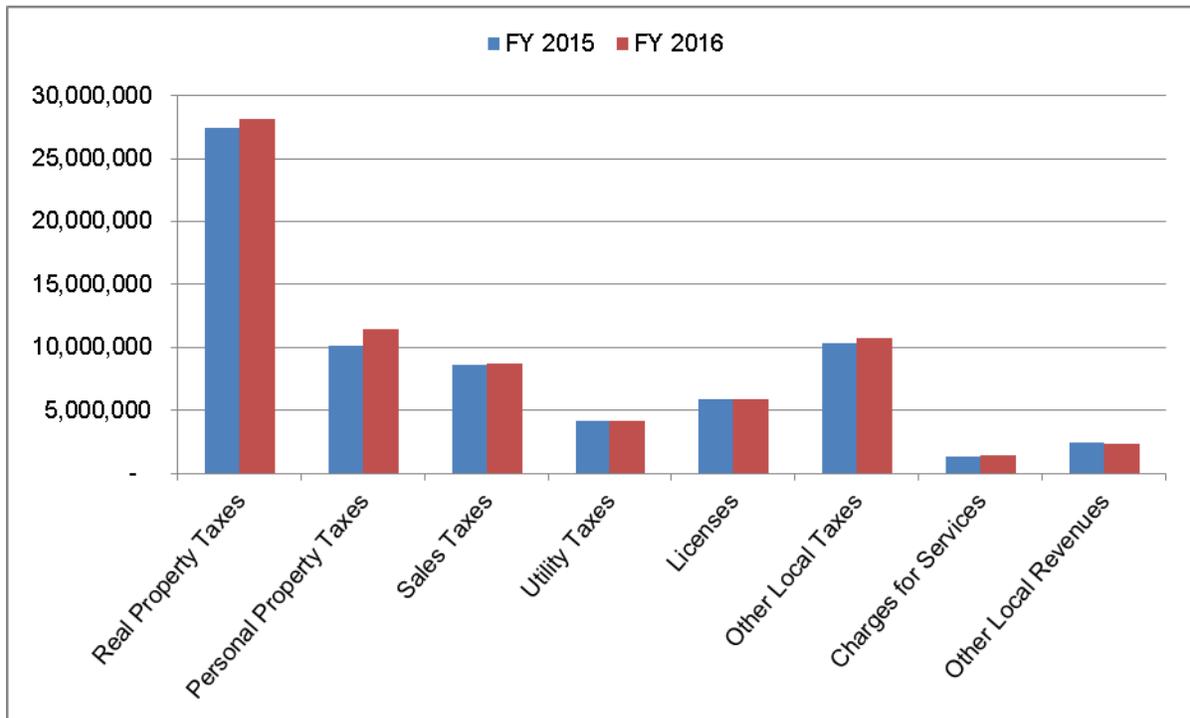
### **General Fund Revenues:**

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

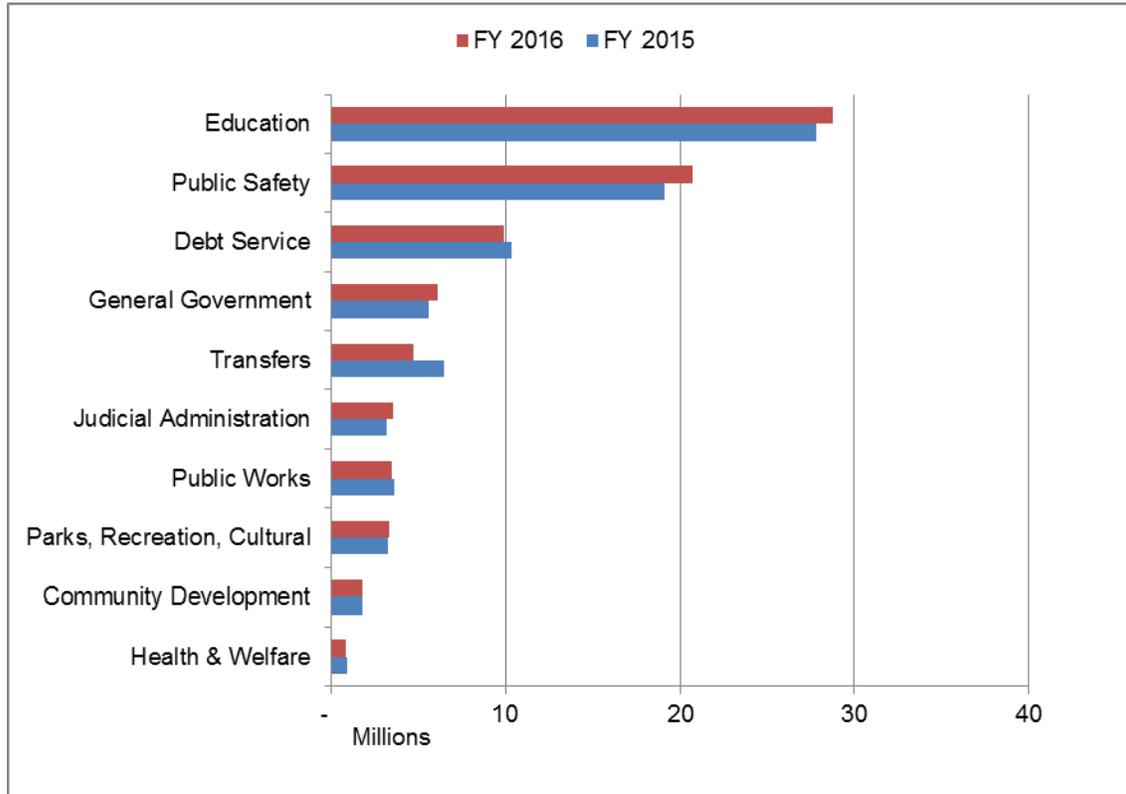
## General Fund Revenues by Source FY16 vs. FY15



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



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



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

Increased Revenue Budget  
Compared with FY15 Adopted

### A. Local Taxes

**\$2,535,000**

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

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

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

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

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

**(\$32,500)**

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

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

### C. Intergovernmental Revenue

**\$573,500**

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

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

### Special Revenue Fund Revenues

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

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

### Capital Improvement Fund Revenues

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

### Enterprise Fund Revenues

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

### Internal Service Funds

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

### Budget Hierarchy

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

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

## Budget Overview

### Budget Expenditures

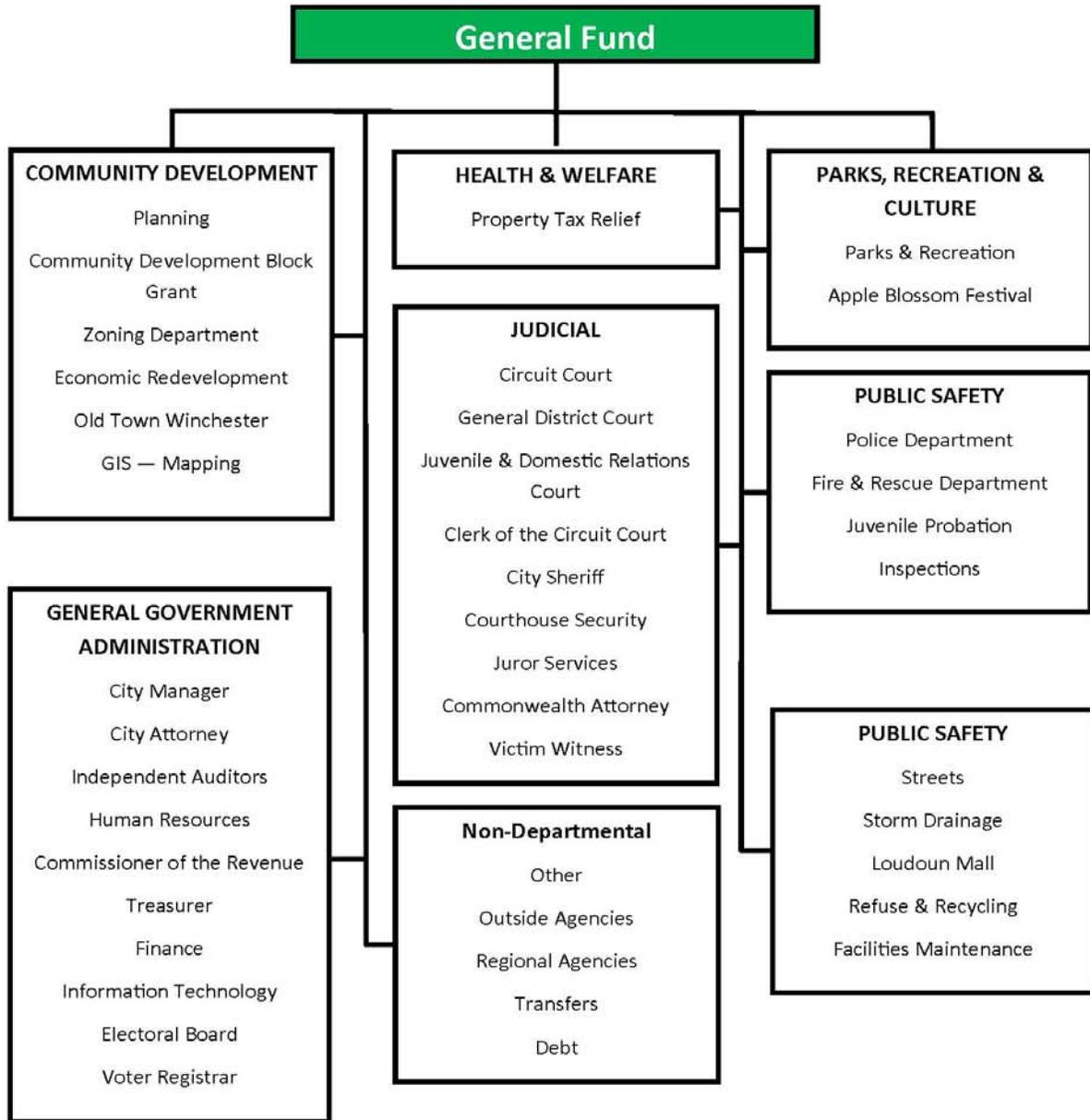
Budget expenditure sections (Departments and Divisions) are organized according to categories prescribed by the Commonwealth of Virginia's Auditor of Public Accounts. Departmental summaries may be found in the Budget Summary section of this document.

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

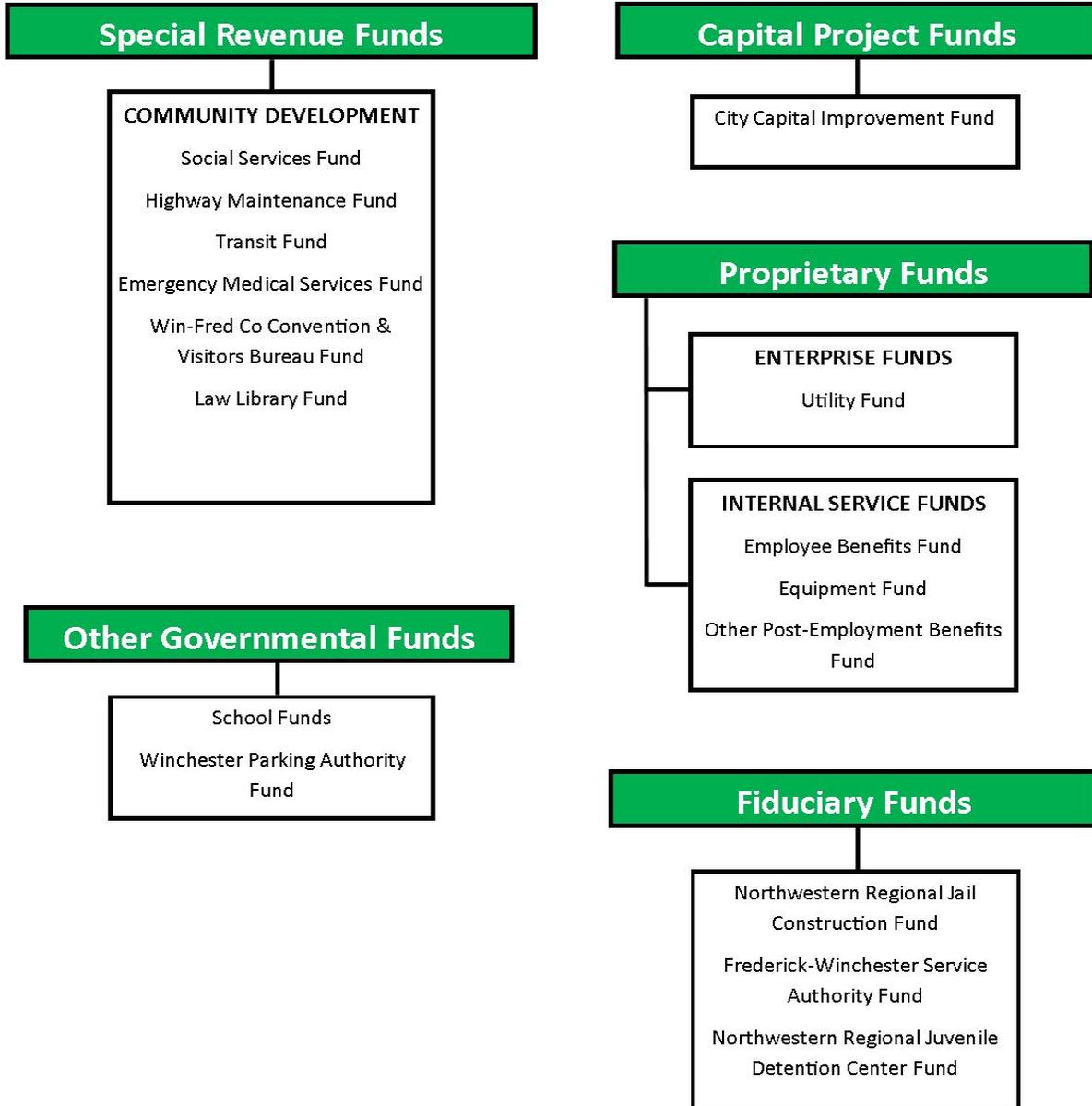
The budgeted expenditures within Division are delineated by Budget Line Items which further break down expenses into specific categories which is necessary to provide the City with the data needed to comply with its many reporting requirements. The City uses a fourteen digit account number format where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

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

## OPERATING FUNDS STRUCTURE



## OPERATING FUNDS STRUCTURE



### Financial Management Policies and Program Goals

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

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

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

#### Policy Goals

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

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

#### A. General Budget Policies

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

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

### B. Revenue Policies

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

### C. Debt Management Policies

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

### D. Capital Policies

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

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

### E. Fund Balance Policy

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

### F. Investment Policy

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

### **Balanced Budget**

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

### Budget Process Overview

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

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

### **Amending the Budget**

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

## CITY OF WINCHESTER BUDGET CALENDAR FOR FISCAL YEAR 2016

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

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

## Budget Overview

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

### FY 2016 Summary of Classified Employee Authorizations and Changes

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

# Budget Overview

## FY 2016 Summary of Classified Employee Authorizations and Changes

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

# Budget Overview

## FY 2016 Summary of Classified Employee Authorizations and Changes

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

# Budget Overview

## FY 2016 Summary of Classified Employee Authorizations and Changes

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

## Community Profile

### City Government

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

### Physiographic

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

### Utilities

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

### Largest Private Employers (2014)

Valley Health System
Rubbermaid Commercial Prod LLC
Shenandoah University
O’Sullivan Films, Inc.

### Taxes

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

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

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

FY 2015:	\$4.50
FY 2014:	\$4.50

### City Finances – Bond Rating

Standard & Poor’s	AAA
Moody’s Investors Service, Inc.	Aa2

### Population

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

### Population Percent Change (2010-2013)

Winchester	3.9%
Virginia	3.4%

### Age (2010 Census)

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

### Race and Ethnicity (2010 Census)

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

### Unemployment

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

### Median Household Income

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

### Housing Units

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

### Average Household Size

2013	2.46
2000 U.S. Census	2.28

## City of Winchester Employment by Industry

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

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

*Source: Virginia Employment Commission*

### Economic Condition and Outlook

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

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

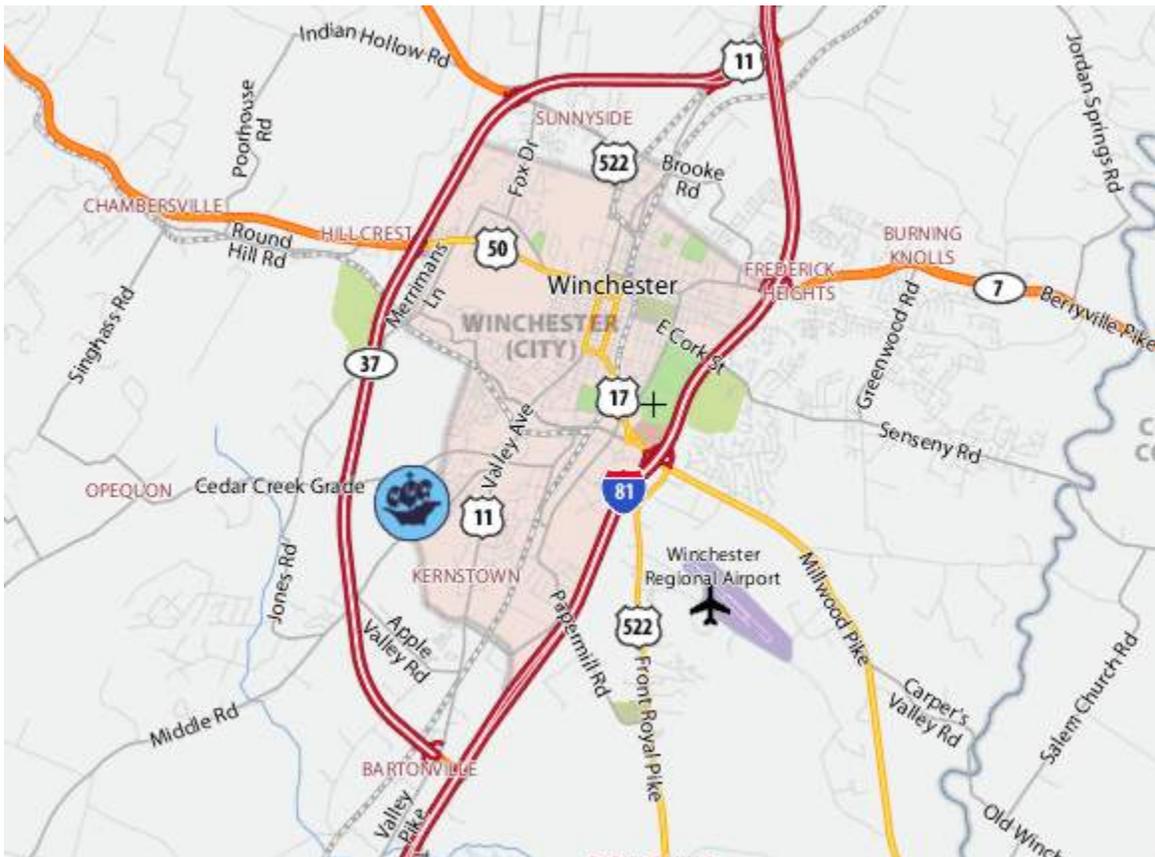
Also, employment in the construction sector grew 3.1% in the Winchester metro area compared with a 0.4 increase in Virginia. Employment in this sector accounts for 4.7% of total employment in the Winchester, compared with the sector's 5.1% share of total employment in the City.

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

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

## Local Economy

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



## Revenue & Expenditure Summary by Fund

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

## Revenue & Expenditure Summary by Fund

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

# Revenues, Expenditures & Changes in Fund Balances

## General Fund

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

The General Fund is projected to use \$1.5 million of fund balance in FY2016 for capital improvement projects. The City currently has a healthy fund balance which falls above the fund balance policy limit and has decided to use some of these reserves to meet the City's capital improvement needs.

# Revenues, Expenditures & Changes in Fund Balances

## Non-Major Governmental Funds

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

# Revenues, Expenditures & Changes in Fund Balances

## Internal Service Funds

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

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

# Revenues, Expenditures & Changes in Fund Balances

## Enterprise Funds

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

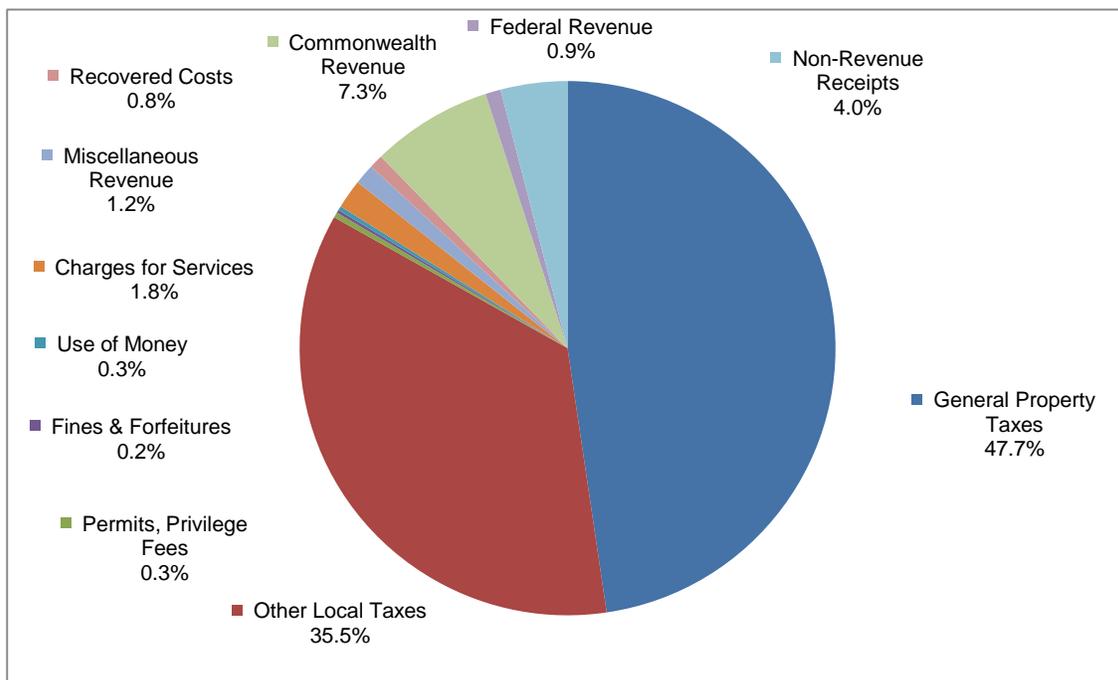
# General Fund

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

## Revenue Summary:

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

## FY 2016 General Fund Revenues by Category

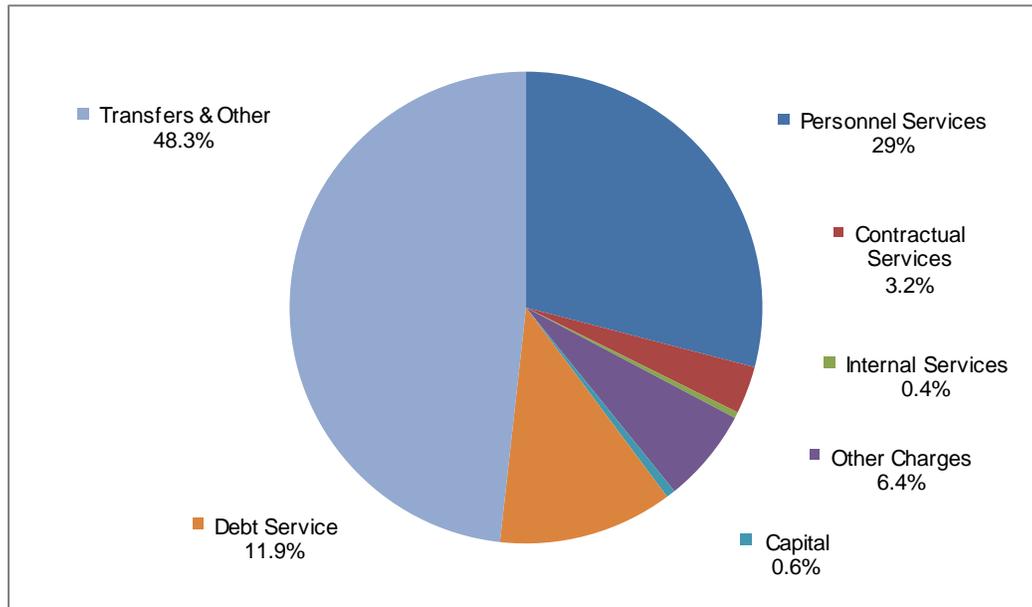


# General Fund

## Expenditure Summary:

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

## FY 2016 General Fund Expenditures by Category



## Staffing Summary:

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

# General Fund Revenue Detail

## **Revenue Detail:**

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

## General Fund Revenue Detail

### *Revenue Detail – continued:*

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

## General Fund Revenue Detail

### *Revenue Detail – continued:*

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

## General Fund Revenue Detail

### ***Revenue Detail – continued:***

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

# General Fund Revenue Detail

## ***Revenue Detail – continued:***

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

## General Fund Revenue Detail

### ***Revenue Detail – continued:***

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

# General Fund Department Summary

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

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

## General Fund Department Summary

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

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

## General Government – City Council

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

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

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

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

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

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

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

## General Government – City Council

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

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

## General Government – Clerk of Council

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

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

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

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

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

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

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

## General Government – Clerk of Council

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

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

## General Government – City Manager

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

### ***Goals:***

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

### ***Objectives:***

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

## General Government – City Manager

### **Services and Products:**

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

### **Performance Measures:**

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

## General Government – City Manager

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

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

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

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

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

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

\*Employee transferred from Economic Redevelopment.

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

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

## General Government – City Manager

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

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

## General Government – City Attorney

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

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

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

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

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

\*One position unfunded.

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

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

## General Government – City Attorney

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

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

## General Government – Independent Auditor

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

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

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

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

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

## General Government – Human Resources

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

### **Objectives:**

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

### **Services Provided:**

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

### **Performance Measures:**

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

## General Government – Human Resources

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

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

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

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

\*One position unfunded.

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

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

## General Government – Human Resources

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

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

## General Government – Commissioner of the Revenue

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

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

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

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

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

# General Government – Commissioner of the Revenue

## ***Funding Sources:***

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

## ***Staffing Summary:***

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

## ***Expenditure Detail:***

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

# General Government – Commissioner of the Revenue

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

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

## General Government - Treasurer

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

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

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

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

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

## General Government - Treasurer

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

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

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

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

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

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

## General Government - Treasurer

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

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

## General Government – Finance

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

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

## General Government – Finance

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

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

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

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

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

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

\*One position unfunded.

## General Government – Finance

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

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

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

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

## General Government – Finance

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

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

## General Government – Information Technology

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

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

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

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

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

## General Government – Information Technology

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

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

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

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

## General Government – Information Technology

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

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

## General Government – Electoral Board

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

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

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

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

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

## General Government – Electoral Board

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

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

## General Government – Voter Registrar

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

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

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

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

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

## General Government – Voter Registrar

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

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

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

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

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

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

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

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

## General Government – Voter Registrar

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

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

## Judicial Administration – Circuit Court

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

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

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

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

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

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

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

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

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

## Judicial Administration – Circuit Court

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

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

## Judicial Administration – General District Court

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

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

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

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

Caseload	FY 2013 Actual	FY 2014 Actual	2015 Estimated	2016 Projected
New Cases	44,103	37,093	43,000	43,500

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

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

## Judicial Administration – General District Court

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

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

## Judicial Administration – Juvenile and Domestic Relations Court

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

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

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

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

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

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

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

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

## Judicial Administration – Juvenile and Domestic Relations Court

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

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

## Judicial Administration – Clerk of the Circuit Court

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

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

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

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

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

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

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

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

## Judicial Administration – Clerk of the Circuit Court

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

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

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

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

## Judicial Administration – City Sheriff/Courthouse Security

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

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

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

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

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

## Judicial Administration – City Sheriff/Courthouse Security

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

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

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

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

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

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

## Judicial Administration – City Sheriff/Courthouse Security

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

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

## Judicial Administration – City Sheriff/Courthouse Security

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

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

## Judicial Administration – City Sheriff/Courthouse Security

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

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

## Judicial Administration – Juror Services

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

### **Goals and Objectives:**

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

### **Expenditure Summary:**

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

## Judicial Administration – Commonwealth Attorney

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

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

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

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

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

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

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

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

## Judicial Administration – Commonwealth Attorney

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

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

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

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

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

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

## Judicial Administration – Commonwealth Attorney

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

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

## Judicial Administration – Victim Witness

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

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

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

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

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

## Judicial Administration – Victim Witness

### Expenditure Summary:

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

### Staffing Summary:

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

### Expenditure Detail:

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

## ***Mission Statement***

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

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

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Police Department Strategies:

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

## ***Outcomes/Trends***

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

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

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

### Short Term Performance Measures:

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

## Public Safety – Police Department

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

### **Long Term Performance Measures:**

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

## Public Safety – Police Department

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

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

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

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

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

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

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

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

\*1 Full-time position unfunded.

# Public Safety – Police Department

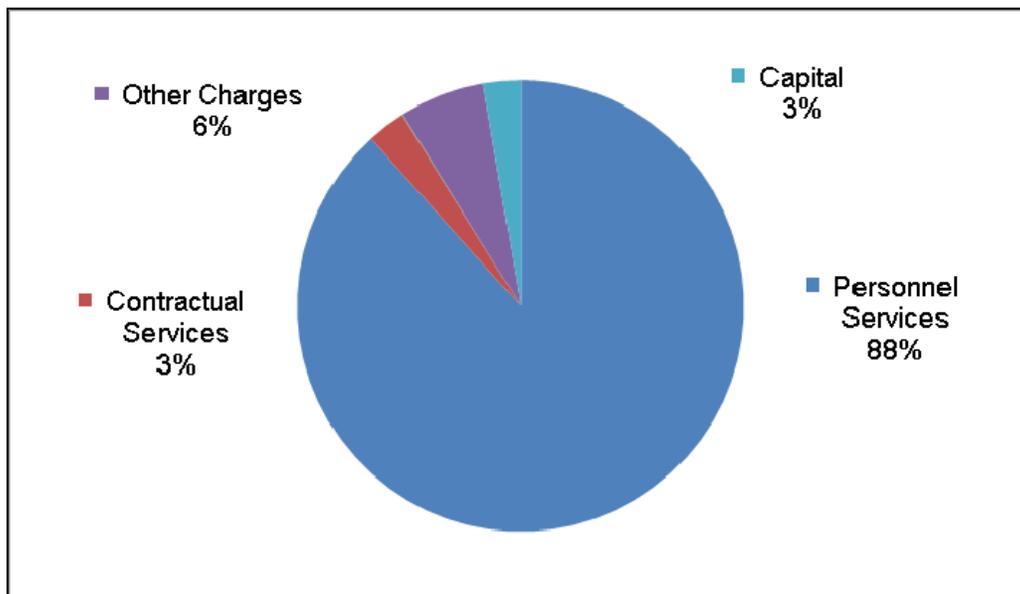
## Expenditure Summary:

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

## Expenditure by Classification

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

## FY 2016 Expenditures by Classification



# Public Safety – Police Department

## Expenditure Detail:

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

# Public Safety – Police Department

## *Expenditure Detail - continued:*

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

# Public Safety – Police Department

## Expenditure Detail - continued:

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

# Public Safety – Police Department

## Expenditure Detail - continued:

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

# Public Safety – Police Department

## Expenditure Detail - continued:

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

# Public Safety – Police Department

## Expenditure Detail - continued:

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

# Public Safety – Fire and Rescue Department

## ***Mission Statement***

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

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

Fire Department Objectives:

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

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

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

# Public Safety – Fire and Rescue Department

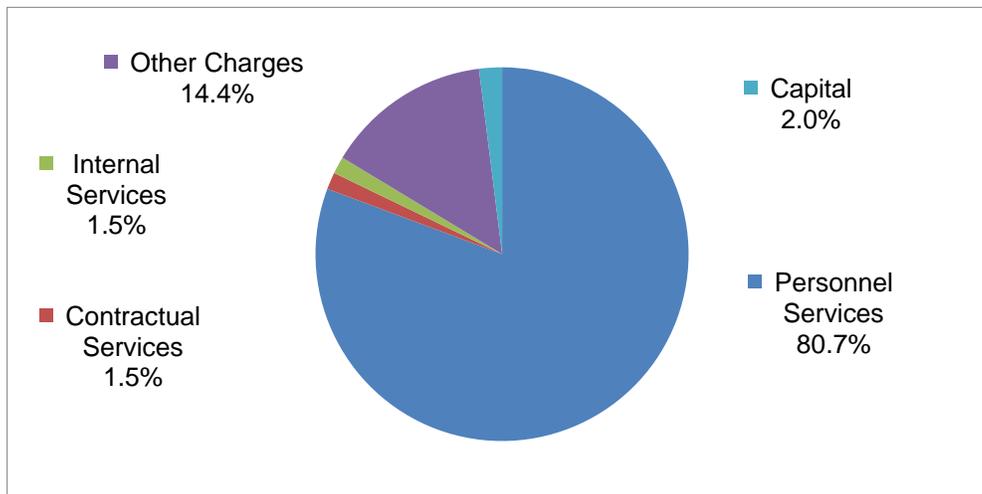
## Expenditure Summary:

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

## Expenditure by Classification

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

## FY 2016 Expenditures by Classification



# Public Safety – Fire and Rescue Department

## **Staffing Summary:**

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

## **Expenditure Detail:**

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

# Public Safety – Fire and Rescue Department

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

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

# Public Safety – Fire and Rescue Department

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

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

# Public Safety – Fire and Rescue Department

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

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

## Public Safety – Juvenile Probation

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

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

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

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

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

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

## Public Safety – Inspections

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

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

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### Departmental Objectives:

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

### Departmental Strategies:

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

# Public Safety – Inspections

## Outcomes/Trends

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

## Expenditure Summary:

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

## Staffing Summary:

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

\*1 position unfunded

# Public Safety – Inspections

## Expenditure Detail:

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

## Public Safety – Inspections

### *Expenditure Detail - continued:*

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

## Public Works – Streets/Storm Drainage

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

### Expenditure Summary:

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

### Staffing Summary:

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

### Expenditure Detail:

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

## Public Works – Streets/Storm Drainage

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

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

## Public Works – Loudoun Mall

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

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

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

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

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

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

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

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

## Public Works – Loudoun Mall

### Expenditure Detail:

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

## Public Works – Refuse & Recycling

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

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

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

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

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

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

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

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

## Public Works – Refuse & Recycling

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

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

## Public Works – Refuse & Recycling

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

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

## Public Works – Facilities Maintenance

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

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

The maintenance activities that Facility Maintenance is responsible for includes:

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

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

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

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

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

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

## Public Works – Facilities Maintenance

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

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

## Public Works – Facilities Maintenance

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

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

## Public Works – Facilities Maintenance

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

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

## Health & Welfare – Real Estate Tax Relief

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

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

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

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

## Parks, Recreation & Cultural – Parks & Recreation

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

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

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

## Parks, Recreation & Cultural – Parks & Recreation

### ***Goals and Objectives (Continued):***

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

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

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

# Parks, Recreation & Cultural – Parks & Recreation

## **Staffing Summary:**

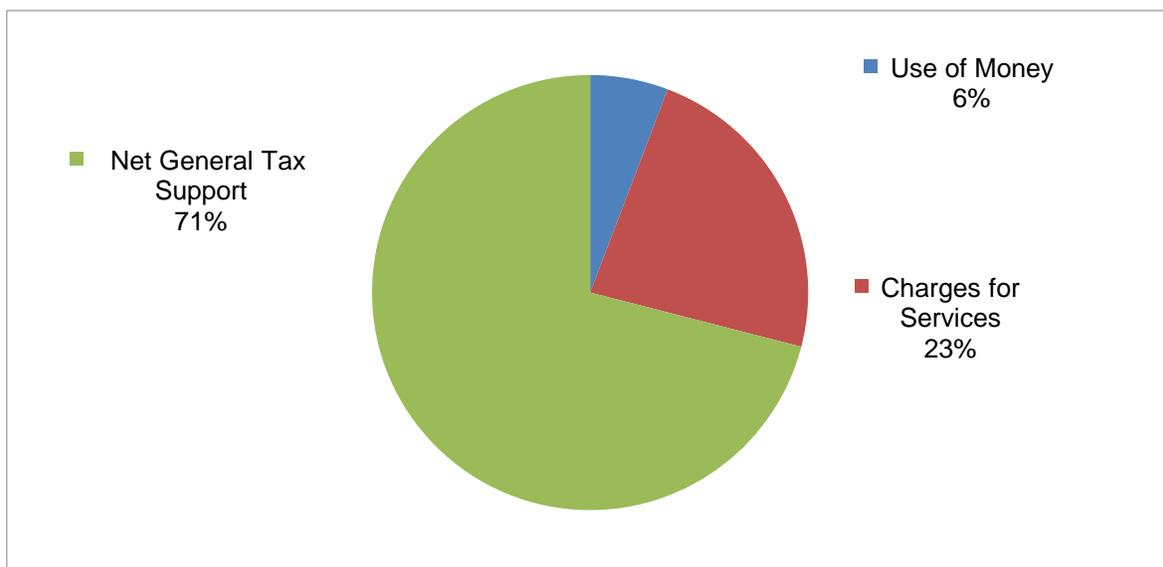
Full-Time Employees	FY 2013	FY 2014	FY 2015	FY 2016	Inc/(Dec)
Supervision Division*	5	6.5	6.5	6	(0.5)
Maintenance Division*	11	11	11	11	0
Recreation Activities Division	1	1	0	0	0
Indoor Pool Division	1	1	2	2	0
War Memorial Division	2.5	2	1	1	0
Child Care Division	4	3	3	3	0
Athletics Division	2	2	2	2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

\*1 Full-time position unfunded.

## **Revenue Sources:**

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

### FY 2016 Revenue Sources

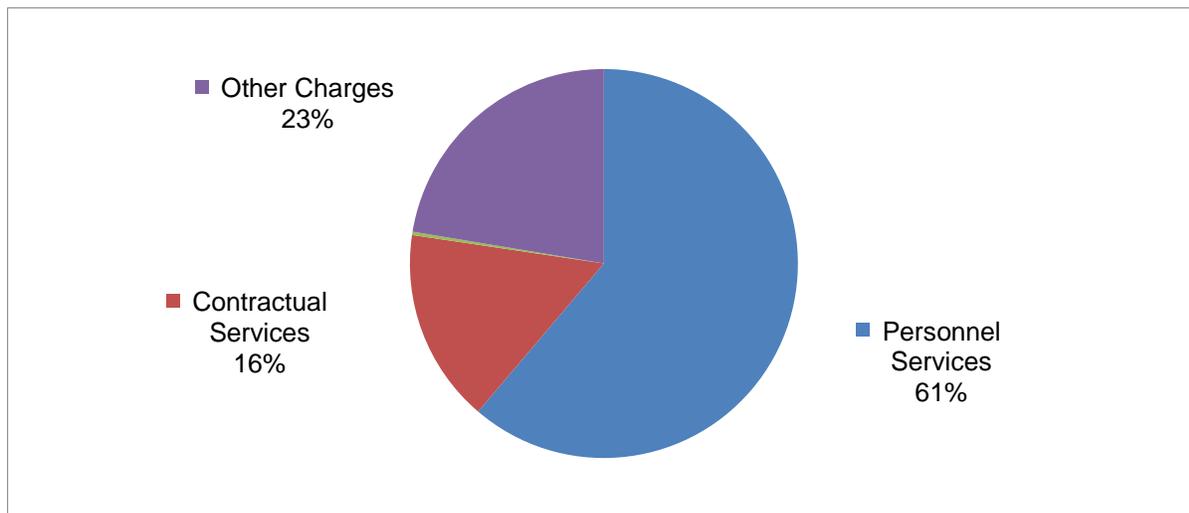


# Parks, Recreation & Cultural – Parks & Recreation

## ***Expenditure Summary:***

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

**FY 2016 Expenditures by Classifications**



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

# Parks, Recreation & Cultural – Parks & Recreation

## ***Expenditure Detail:***

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

# Parks, Recreation & Cultural – Parks & Recreation

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

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

# Parks, Recreation & Cultural – Parks & Recreation

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

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

# Parks, Recreation & Cultural – Parks & Recreation

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

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

# Parks, Recreation & Cultural – Parks & Recreation

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

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

# Parks, Recreation & Cultural – Parks & Recreation

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

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

# Parks, Recreation & Cultural – Parks & Recreation

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

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

# Parks, Recreation & Cultural – Parks & Recreation

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

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

# Parks, Recreation & Cultural – Parks & Recreation

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

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

# Parks, Recreation & Cultural – Parks & Recreation

***Expenditure Detail - continued:***

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

## Parks, Recreation & Cultural – Apple Blossom Festival

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

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

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

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

## Community Development - Planning

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

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

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

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

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

## Community Development - Planning

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

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

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

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

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

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

## Community Development - Planning

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

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

## Community Development – Redevelopment and Housing

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

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

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

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

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

## Community Development - Zoning Department

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

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

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### Departmental Objectives:

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

### Departmental Strategies:

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

# Community Development - Zoning Department

## ***Performance Measures:***

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

## ***Expenditure Summary:***

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

## ***Staffing Summary:***

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

## ***Expenditure Detail:***

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

## Community Development - Zoning Department

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

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

## Community Development – Economic Redevelopment

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

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

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

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

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

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

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

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

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

# Community Development – Economic Redevelopment

## ***Expenditure Summary:***

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

## Community Development – Old Town Winchester

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

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

### **Goals and Objectives:**

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

### **Outcomes:**

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

## Community Development – Old Town Winchester

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

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

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

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

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

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

## Community Development – Old Town Winchester

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

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

## Community Development – Old Town Winchester

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

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

## Community Development – GIS - Mapping

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

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

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

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

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

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

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

## Community Development – GIS - Mapping

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

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

## Other

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

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

## Outside Agencies

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

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

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

## Regional Agencies

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

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

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

## Transfers/Debt Service

### ***Transfers:***

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

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

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

## Social Services Fund

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

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

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

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Social Services Strategies:

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

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

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Social Services Strategies:

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

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

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### Social Services Strategies:

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

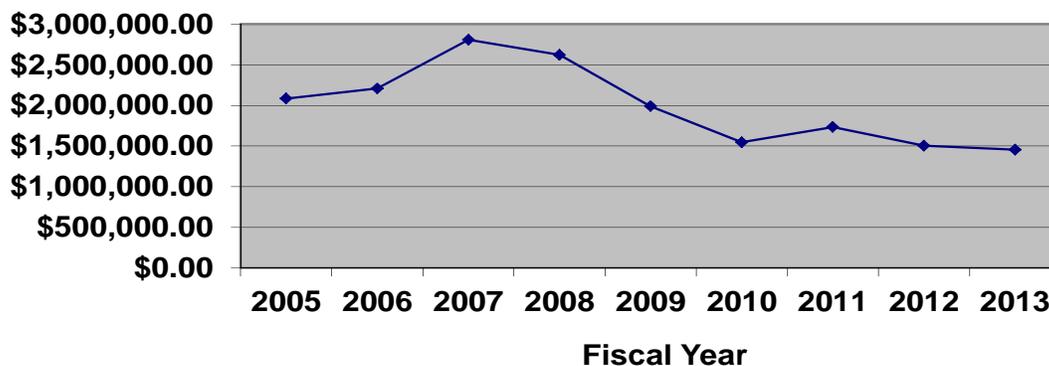
## **Data**

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### **Comprehensive Services Act Expenditures**

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

### **CSA Expenditures**



**Data (continued)**

**Family Based and Congregate Care Placements**

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

**Adoptions**

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

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

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

\*Court ordered processing standard for Virginia

**Revenue and Expenditure Summary:**

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

# Social Services Fund

## **Staffing Summary:**

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

## **Revenue Detail:**

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

# Social Services Fund

## ***Expenditure Detail:***

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

# Social Services Fund

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

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

# Social Services Fund

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

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

# Social Services Fund

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

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

# Social Services Fund

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

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

## Highway Maintenance Fund

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

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

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

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

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

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

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

### ***Outcome Measures***

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

# Highway Maintenance Fund

## Revenue and Expenditure Summary:

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

## Expenditure by Classification

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

## Staffing Summary:

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

# Highway Maintenance Fund

## ***Revenue Detail:***

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

# Highway Maintenance Fund

## ***Expenditure Detail:***

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

# Highway Maintenance Fund

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

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

# Highway Maintenance Fund

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

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

# Highway Maintenance Fund

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

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

# Highway Maintenance Fund

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

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

# Highway Maintenance Fund

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

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

# Highway Maintenance Fund

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

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

# Highway Maintenance Fund

***Expenditure Detail - continued:***

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

## Transit Fund

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

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

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

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

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

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

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

# Transit Fund

## ***Staffing Summary:***

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

## ***Revenue Detail:***

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

# Transit Fund

## ***Expenditure Detail:***

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

# Transit Fund

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

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

# Transit Fund

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

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

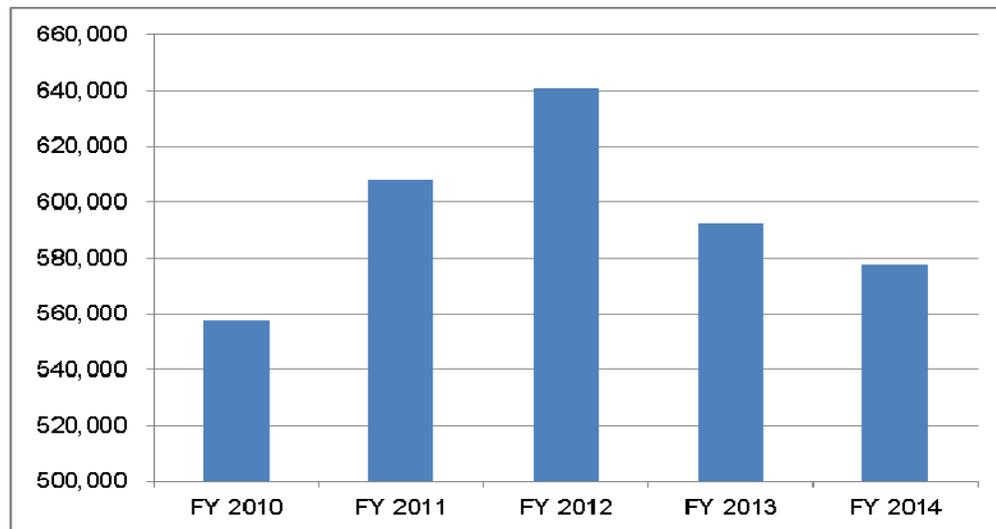
## Emergency Medical Services (EMS) Fund

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

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

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

### ***EMS Reserve Funds by Year:***



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

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

# Emergency Medical Services (EMS) Fund

## **Staffing Summary:**

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

## **Expenditure Summary:**

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

## **Expenditure Detail:**

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

## Emergency Medical Services (EMS) Fund

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

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

## Winchester-Frederick County Convention & Visitors Bureau Fund

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

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

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

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

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

# Winchester-Frederick County Convention & Visitors Bureau Fund

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

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

## **Expenditure by Classification**

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

## ***Staffing Summary:***

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

## ***Revenue Detail:***

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

# Winchester-Frederick County Convention & Visitors Bureau Fund

## ***Expenditure Detail:***

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

# Winchester-Frederick County Convention & Visitors Bureau Fund

***Expenditure Detail - continued:***

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

## Law Library Fund

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

### Goals and Objectives:

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

### Revenue and Expenditure Summary:

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ORIGINAL BUDGET	FY 2016 ADOPTED	FY 2015 BUDGET Inc/(Dec)
<b>Revenue by Classification</b>					
Use of Money	389	270	-	-	-
Charges for Services	50,384	48,534	50,000	50,000	-
<b>TOTAL REVENUE</b>	<b>50,773</b>	<b>48,804</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>

### Expenditure by Classification

	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ORIGINAL BUDGET	FY 2016 ADOPTED	FY 2015 BUDGET Inc/(Dec)
Personnel Services	6,000	6,000	6,000	6,000	-
Contractual Services	489	257	2,000	2,000	-
Other Charges	27,814	30,906	42,000	42,000	-
<b>TOTAL EXPENDITURES</b>	<b>34,303</b>	<b>37,163</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>

### Revenue Detail:

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

# Law Library Fund

## *Expenditure Detail:*

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

## Winchester Parking Authority Fund

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

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

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

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

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

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

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

# Winchester Parking Authority Fund

## ***Expenditure Summary:***

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

## ***Staffing Summary:***

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

## ***Revenue Detail:***

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

# Winchester Parking Authority Fund

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

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

## ***Expenditure Detail:***

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

# Winchester Parking Authority Fund

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

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

# Winchester Parking Authority Fund

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

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

# Winchester Parking Authority Fund

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

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

# Winchester Parking Authority Fund

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

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

## City Capital Improvement Fund

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

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

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

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

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

# City Capital Improvement Fund

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

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

## ***Expenditure Detail:***

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

# City Capital Improvement Fund

***Expenditure Detail - continued:***

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

## Utilities Fund

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

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

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

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

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

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

# Utilities Fund

## Revenue Detail:

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

# Utilities Fund

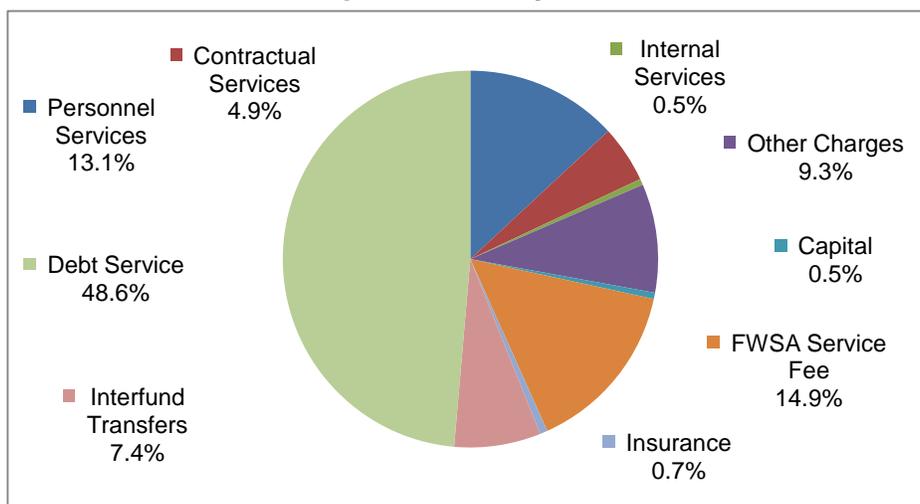
## Expenditure Summary:

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

## Expenditure by Classification

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016
Personnel Services	2,600,198	2,616,792	2,694,554	2,821,300	126,746
Contractual Services	872,572	992,884	903,800	1,050,800	147,000
Internal Services	117,397	113,450	113,500	115,000	1,500
Other Charges	1,783,498	1,714,618	1,836,160	2,004,700	168,540
Capital	3,991,475	4,235,353	-	116,000	116,000
FWSA Service Fee	3,025,531	2,686,595	3,000,000	3,200,000	200,000
Insurance	127,790	132,982	140,000	141,000	1,000
Interfund Transfers	1,917,668	1,600,000	1,715,000	1,600,000	(115,000)
Debt Service	3,533,132	4,288,310	10,316,986	10,455,200	138,214
<b>TOTAL EXPENDITURES</b>	<b>17,969,261</b>	<b>18,380,984</b>	<b>20,720,000</b>	<b>21,504,000</b>	<b>784,000</b>

## FY 2016 Expenditures by Classification



# Utilities Fund

## Expenditure Detail:

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

# Utilities Fund

## Expenditure Detail - continued:

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

# Utilities Fund

## Expenditure Detail - continued:

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

# Utilities Fund

## *Expenditure Detail - continued:*

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

# Utilities Fund

## *Expenditure Detail - continued:*

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

# Utilities Fund

## Expenditure Detail - continued:

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

# Utilities Fund

## *Expenditure Detail - continued:*

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

# Utilities Fund

## Expenditure Detail - continued:

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

# Utilities Capital Improvement Fund

## **Revenue and Expenditure Summary:**

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

## **Expenditure by Classification**

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

## **Revenue Detail:**

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

## Utilities Capital Improvement Fund

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

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

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

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

## Employee Benefits Fund

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

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

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

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

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

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

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

# Employee Benefits Fund

## Revenue Detail - continued:

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

## Expenditure Detail:

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

## Equipment Fund

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

### **Goals and Objectives:**

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

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

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

### **Staffing Summary:**

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

# Equipment Fund

## Revenue Detail:

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

## Expenditure Detail:

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

# Equipment Fund

## Expenditure Detail - continued:

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

# Equipment Fund

***Expenditure Detail - continued:***

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

## Other Post-Employment Benefits Fund

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

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

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

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

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

## Northwestern Regional Jail Authority Construction Fund

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

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

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

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

## Frederick-Winchester Service Authority

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

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

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

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

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

# Frederick-Winchester Service Authority

## **Staffing Summary:**

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

## **Revenue Detail:**

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

## **Expenditure Detail:**

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

# Frederick-Winchester Service Authority

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

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

# Frederick-Winchester Service Authority

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

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

## Northwestern Regional Juvenile Detention Center

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

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

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

### ***Trends:***

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

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

# Northwestern Regional Juvenile Detention Center

## **Staffing Summary:**

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

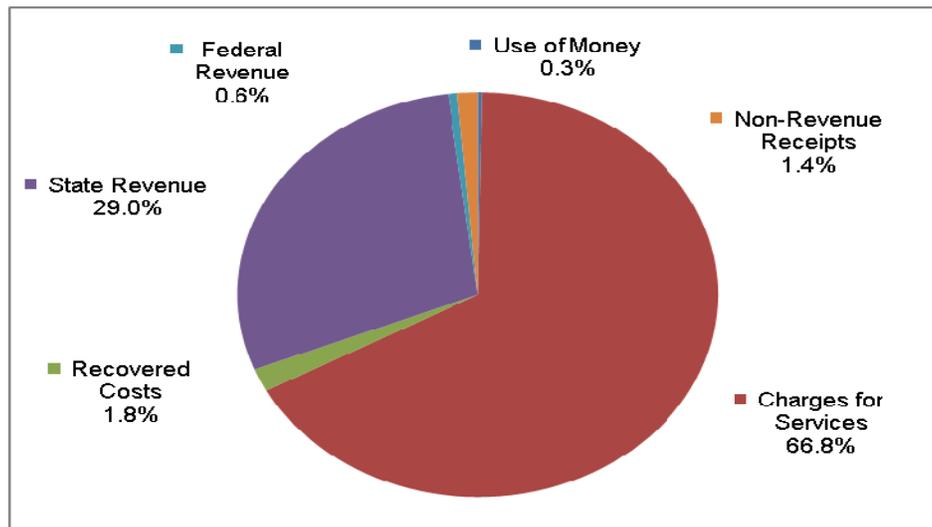
## **Revenue and Expenditure Summary:**

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

### **Expenditure by Classification**

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

## **Funding Sources:**



# Northwestern Regional Juvenile Detention Center

## **Revenue Detail:**

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

# Northwestern Regional Juvenile Detention Center

## ***Expenditure Detail:***

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

# Northwestern Regional Juvenile Detention Center

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

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

# Winchester Public Schools

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

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

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

# Winchester Public Schools

## FEDERAL GRANTS FUND

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

## FOOD SERVICES FUND

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

# Winchester Public Schools

## TEXTBOOK FUND

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

## FUND RAISING FUND

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

# Winchester Public Schools

## CAPITAL IMPROVEMENTS FUND

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

## CONSTRUCTION FUND

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

# Winchester Public Schools

## INSURANCE FUND

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

## FACILITIES MAINTENANCE FUND

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

# Winchester Public Schools

## PRIVATE PURPOSE TRUST FUND

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

# Five-Year Capital Improvement Plan

## Introduction

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

## Defining Capital Expenditures

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

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

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

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

## Five-Year Capital Improvement Plan

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

# Five-Year Capital Improvement Plan

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

## Five-Year Capital Improvement Plan

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

# Five-Year Capital Improvement Plan

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

## Five-Year Capital Improvement Plan

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

# Five-Year Capital Improvement Plan

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

## Five-Year Capital Improvement Plan

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

# Five-Year Capital Improvement Plan

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

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

## Five-Year Capital Improvement Plan

Project Description	Funding Source	Prior Years	FY 2016	FY 2017
<b><u>Utilities - continued</u></b>				
Water Main Replacements	Rev Bonds			
<b>Total Utilities</b>			<b>5,500,000</b>	<b>6,000,000</b>
<b>Total CIP</b>		<b>31,198,000</b>	<b>29,435,000</b>	<b>26,383,500</b>

### **Funding Summary**

	Prior	FY2016	FY2017
Gen Fund	8,863,000	1,500,000	4,544,500
GO Bonds		7,000,000	8,824,000
Rev Bonds		5,500,000	6,000,000
Bond Proceed	12,000,000	8,000,000	-
Schools	150,000	935,000	1,110,000
State	5,565,000	4,785,000	4,975,000
Federal	3,120,000	950,000	900,000
Contr/Other	1,500,000	765,000	30,000
<b>Total</b>	<b>31,198,000</b>	<b>29,435,000</b>	<b>26,383,500</b>

## Five-Year Capital Improvement Plan

FY 2018	FY 2019	FY 2020	Future	Total Project
			50,000,000	50,000,000
<b>5,750,000</b>	<b>1,100,000</b>	<b>5,400,000</b>	<b>60,000,000</b>	<b>83,750,000</b>
<b>18,647,000</b>	<b>33,277,000</b>	<b>9,775,000</b>	<b>119,100,000</b>	<b>267,815,500</b>

FY2018	FY2019	FY2020	Future	
3,060,000	1,745,000	1,350,000	10,900,000	31,962,500
4,387,000	15,637,000	1,000,000	17,600,000	54,448,000
6,300,000	8,600,000	5,400,000	60,000,000	91,800,000
				20,000,000
550,000	400,000	400,000	1,600,000	5,145,000
3,250,000	6,395,000	1,125,000	22,000,000	48,095,000
500,000	500,000	500,000		6,470,000
600,000		-	7,000,000	9,895,000
<b>18,647,000</b>	<b>33,277,000</b>	<b>9,775,000</b>	<b>119,100,000</b>	<b>267,815,500</b>

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Fire and Rescue

**Project Title:** Training Center Burn Building

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING			\$ 600,000					\$ 600,000
BONDS								\$ -
STATE			\$ 430,000					\$ 430,000
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ 1,030,000	\$ -	\$ -	\$ -	\$ -	\$ 1,030,000

**Location Map:**

Map of  
1716 Woodstock Ln  
Winchester, VA 22602-6049



**PROJECTED ANNUAL OPERATING COSTS (\$)**

FY 2016	\$ -
FY 2017	\$ -
FY 2018	\$ -
FY 2019	\$ 1,000
FY 2020	\$ 10,000
<b>TOTAL</b>	\$ 11,000

**Project Description:** To rebuild the training center live burn building that is used for training/certifying firefighters.

**Project Objectives/Justification:** The existing 80's training center burn building no longer meets the criteria for NFPA 1403 certified live training burn facility. This certification capability is important to the department for the maintenance and progression of fire personnel capabilities. \$600,000 is being requested from the general fund and up to an additional \$430,000 will be requested from a VDFP Burn building grant program.

This grant program offered by VDFP is a matching fund available to localities for the exclusive use to build live burn structures. Up to \$400,000 is reserved for the construction of new structures and an additional \$30,000 for architectural/engineering services. The criteria set forth by VDFP in the grant will ensure the structure meets all standards set forth by NFPA 1402 - Guide to building Fire Service Training Centers.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Public Services

**Project Title:** JJC Building Improvements

**Budget Code:** 312-4322-443-81-41

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS		\$ 3,700,000						\$ 3,700,000
STATE								\$ -
FEDERAL								\$ -
RESERVES	\$ 150,000							\$ 150,000
OTHER	\$ 150,000							\$ 150,000
<b>TOTAL</b>	\$ 300,000	\$ 3,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000

**Location Map:**



**PROJECTED  
ANNUAL  
OPERATING  
COSTS (\$)**

FY 2016	
FY 2017	
FY 2018	
FY 2019	
FY 2020	
<b>TOTAL</b>	\$ -

**Project Description:** Numerous interior renovations within the JJC that would include adding a new courtroom and various office moves in the building.

**Project Objectives/Justification:** Changes would allow for better use of space in the building and to allow for expansion of some spaces necessary due to increase of use.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

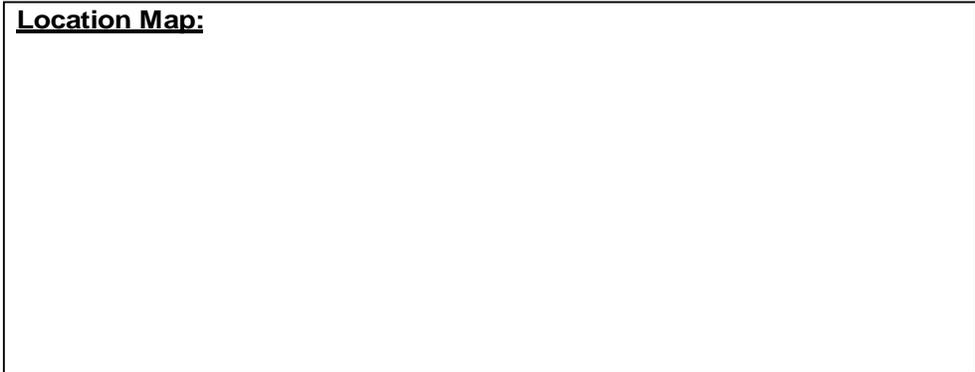
**Fund & Department: General Fund - Public Services**

**Project Title: JJC Security Upgrades**

**Budget Code: 312-2173-443.81-01**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING				\$ 100,000				\$ 100,000
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER				\$ 100,000				\$ 100,000
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000

**Location Map:**



**PROJECTED  
ANNUAL  
OPERATING  
COSTS (\$)**

FY 2016	
FY 2017	
FY 2018	
FY 2019	
FY 2020	
<b>TOTAL</b>	\$ -

**Project Description:** There are currently 41 cameras installed in and around the Joint Judicial Center. Although this may seem like a good amount, it is not. We have identified 81 other locations that need stationary or PTZ camera systems installed. There are areas both inside and outside the JJC that do not have continuous coverage with some areas having no coverage at all. This presents huge security concerns for the safety of JJC staff and visitors. The 41 cameras that we currently have are good quality cameras, but the supporting DVR's and software are sub-par. The recordings are of such poor quality, we are unable to identify people that are not already know to us.

**Project Objectives/Justification:** Upgrading the existing camera systems with good supporting software and DVR's will allow us to identify subjects and suspects entering and exiting the JJC. Having additional camera locations added will allow the Sheriff's Office to monitor visitors to the courthouse, judicial proceeding, staff and prisoner movement and cells. We will be able to provide a safer environment for all those occupying the JJC, stop potential problems, and record and criminal behavior that happens in or around the JJC

**Project Status:** Pre-planning and evaluation.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department: Utilities - Public Services**

**Project Title: New Municipal Service Center for Public Services**

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS				\$ 550,000	\$ 7,500,000			\$ 8,050,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ 550,000	\$ 7,500,000	\$ -	\$ -	\$ 8,050,000

**Location Map:**



**PROJECTED  
ANNUAL  
OPERATING  
COSTS (\$)**

FY 2016	
FY 2017	
FY 2018	
FY 2019	
FY 2020	
<b>TOTAL</b>	\$ -

**Project Description:** Project would consist of constructing a new maintenance facility that would be shared and paid for by both Utilities and Public Works (Highway Maintenance Fund and General Fund).

**Project Objectives/Justification:** The existing maintenance facilities/buildings on Woodstock Lane and at City Yards are old and in very poor condition. The buildings are in constant need of maintenance and need to be replaced. A new, shared facility would lower the maintenance costs of maintaining the existing old buildings and would improve the efficiency of the operation. In addition, equipment would last longer and stay in better condition because it could be stored inside, as opposed to outdoors in the current operation.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

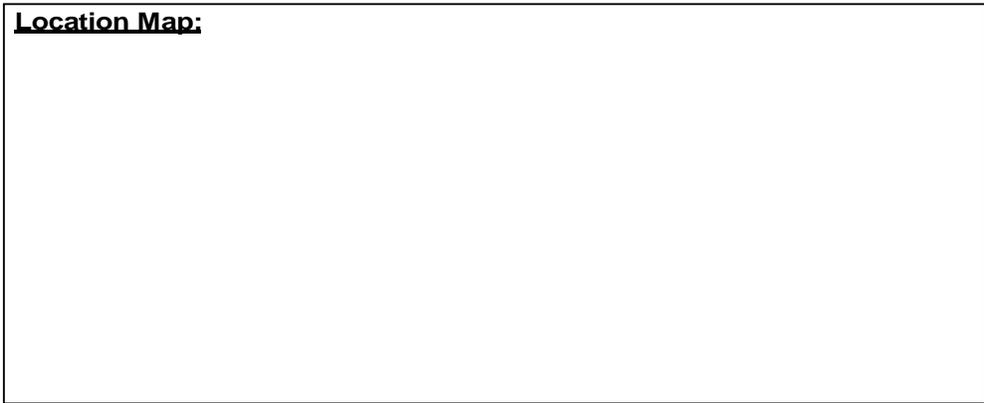
**Fund & Department: General Fund - Facilities Maint**

**Project Title: City Hall Improvements**

**Budget Code: 312-4324-443-83-75**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS		\$ 1,315,000						\$ 1,315,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ 1,315,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,315,000

**Location Map:**



PROJECTED ANNUAL OPERATING COSTS (\$)	
FY 2016	
FY 2017	
FY 2018	
FY 2019	
FY 2020	
<b>TOTAL</b>	\$ -

**Project Description:**

Repoint / sealing brick and mortar on facade of City Hall and replacing the HVAC air make-up units at City Hall. In addition, interior renovations to the 3rd and 4th floor and all bathrooms.

**Project Objectives/Justification:**

Prohibit moisture and water from penetrating building. On days with heavy rain or prolonged periods of rain, moisture is entering into the building between the mortar joints that have cracked or deteriorated over the years. The moisture is absorbed into the plaster causing bubbles and cracking in the walls. The bricks on City Hall have not been re-pointed since the building was constructed in 1900. The current air make-up units are 19 years old and in constant need of repair.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department: General Fund - Public Services**

**Project Title: Entryway Welcome Signs**

**Budget Code: 312-4121-442-82-29**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES	\$ 50,000	\$ 150,000	\$ 150,000	\$ 150,000				\$ 500,000
OTHER								\$ -
<b>TOTAL</b>	<b>\$ 50,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>

**Location Map:**

Locations:

1. Millwood/Jubal Early
2. Valley Avenue
3. Cedar Creek Grade
4. Amherst Street
5. Fairmont (US 522 N)
6. N. Loudoun (US 11 N)
7. Berryville Avenue

**PROJECTED  
ANNUAL  
OPERATING  
COSTS (\$)**

FY 2016

FY 2017

FY 2018

FY 2019

FY 2020

**TOTAL \$ -**

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

**Project Objectives/Justification:** This project will improve the appearance and the City's image for visitors entering the City. This project is a high priority for City Council in the Strategic Plan.



# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department: Utilities - Public Services**

**Project Title: Millwood Gateway Corridor Improvements**

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS			\$ 800,000					\$ 800,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
GEN. FUND								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ 800,000

**Location Map:**



**PROJECTED  
ANNUAL  
OPERATING  
COSTS (\$)**

FY 2016	
FY 2017	
FY 2018	
FY 2019	
FY 2020	
<b>TOTAL</b>	\$ -

**Project Description:**

The project would consist of burying the above ground utilities on Millwood Avenue from Interstate-81 west just past Abrams Creek. The work would be completed in conjunction with Shenandoah University burying the above ground utilities adjacent to their property in this corridor.

**Project Objectives/Justification:** Improvements to the primary gateway corridors into the City are a high priority for City Council. This project would greatly improve the overall aesthetics coming into the City along this major route.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Public Services

**Project Title:** Green Circle

**Budget Code:** 312-7111-471.83-12

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE								\$ -
FEDERAL	\$ 2,920,000	\$ 400,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000		\$ 5,320,000
RESERVES	\$ 953,000	\$ 100,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000		\$ 1,553,000
OTHER								\$ -
<b>TOTAL</b>	<b>\$ 3,873,000</b>	<b>\$ 500,000</b>	<b>\$ 625,000</b>	<b>\$ 625,000</b>	<b>\$ 625,000</b>	<b>\$ 625,000</b>	<b>\$ -</b>	<b>\$ 6,873,000</b>

**Location Map:**



**Project Description:** Finish construction of Phase II of Green Circle multi-use recreational trail from near the intersection of Kent Street/Pall Mall Street north along Town Run to Cecil Street.

Will also complete the design of the project for Phase III of the project along Jubal Early from Valley Avenue to just west of Harvest Drive.

**Project Objectives/Justification:** This project has been an on-going effort to construct a recreational trail around and through the City of Winchester to provide opportunities to move within the City by walking, jogging, bicycle, etc. The project includes over \$2 million in federal grants.

**Project Status:** The construction of Phase I of the project was completed in December 2009.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

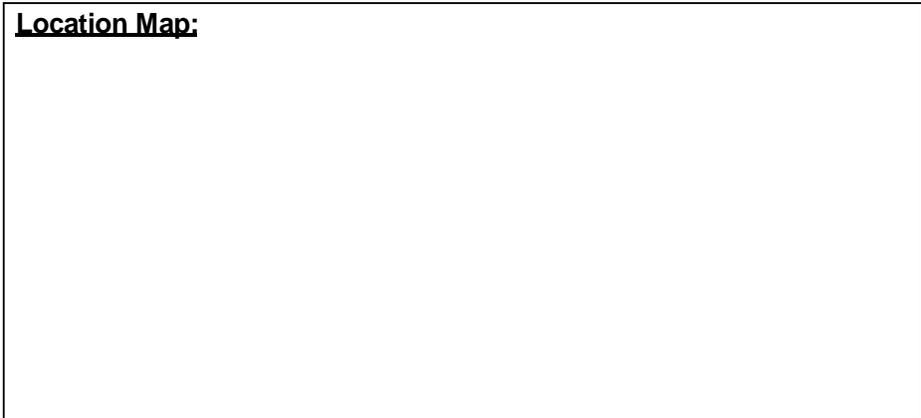
**Fund & Department: General Fund - Public Services**

**Project Title: Sidewalk Improvements**

**Budget Code: 312-4121-441.83-19**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE	\$ 1,000,000							\$ 1,000,000
FEDERAL								\$ -
RESERVES	\$ 1,880,000	\$ 585,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 10,000,000	\$16,465,000
OTHER								\$ -
<b>TOTAL</b>	<b>\$ 2,880,000</b>	<b>\$ 585,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 10,000,000</b>	<b>\$17,465,000</b>

**Location Map:**



**PROJECTED  
ANNUAL  
OPERATING  
COSTS (\$)**

FY 2016	
FY 2017	
FY 2018	
FY 2019	
FY 2020	
<b>TOTAL</b>	<b>\$ -</b>

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

**Project Objectives/Justification:** Sidewalk improvements are a very high priority for residents and City Council. The improvements that will be completed for this project are consistent with the Sidewalk Master Plan adopted by City Council in 2013.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

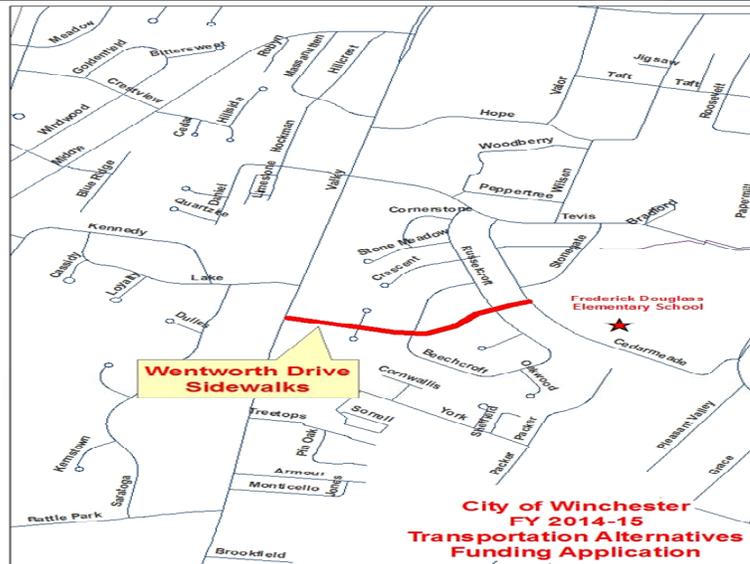
**Fund & Department:** General Fund - Public Services

**Project Title:** Safe Routes to School -  
Wentworth Sidewalks

**Budget Code:** 312-4121-441.83-19

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE								\$ -
FEDERAL		\$ 50,000	\$ 400,000					\$ 450,000
RESERVES		\$ 15,000	\$ 100,000					\$ 115,000
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ 65,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 565,000

**Location Map:**



**Project Description:** Project will consist of constructing new sidewalks on Wentworth Drive between Cedarmeade and Valley Avenue. This is a "Safe Routes to School" project that has 80% of the total cost funded by federal transportation enhancement funds.

**Project Objectives/Justification:** This project will provide for sidewalks to allow students living in this area to walk safely to Frederick Douglass Elementary School.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Public Services

**Project Title:** Middle Road Improvements

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS							\$ 1,050,000	\$ 1,050,000
STATE							\$ 1,050,000	\$ 1,050,000
FEDERAL								\$ -
RESERVES								\$ -
GEN. FUND								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,100,000	\$ 2,100,000

**Location Map:**



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

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

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Utilities - Public Services

**Project Title:** Weems Lane Improvements

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS							\$ 550,000	\$ 550,000
STATE							\$ 550,000	\$ 550,000
FEDERAL								\$ -
RESERVES								\$ -
GEN. FUND								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,100,000	\$ 1,100,000

**Location Map:**



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

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

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Public Services

**Project Title:** Valley Avenue Drainage and Sidewalk Improvements

**Budget Code:** 312-4121-441.83-68

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS			\$ 2,500,000					\$ 2,500,000
STATE		\$ 200,000	\$ 2,500,000					\$ 2,700,000
FEDERAL		\$ 500,000						\$ 500,000
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ 700,000	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ 5,700,000

**Location Map:**



**Project Description:** Project consists of installing curb & gutter and storm drainage infrastructure on Valley Avenue from Middle Road to Lake Drive and installing sidewalks on both sides of the street from Middle Road to the southern City limit. Proposed Revenue Sharing Project with VDOT.

**Project Objectives/Justification:** This project would correct the long-standing drainage problem on Valley near the vicinity of Tevis and would also improve pedestrian safety along this major corridor.



# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department: General Fund - Public Services**

**Project Title: Storm Drainage Improvements**

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS				\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 10,000,000	\$13,000,000
STATE				\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 10,000,000	\$13,000,000
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 20,000,000	\$26,000,000

**Location Map:**

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

**Project Objectives/Justification** There are many storm drainage issues facing the City including flooding at various locations where there is inadequate infrastructure and other issues related to existing old infrastructure that needs to be replaced. These projects would address these important issues.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department: Utilities - Public Services**

**Project Title: Street Light Improvements**

**Budget Code: 312-4142-441.81-01**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	\$ 1,000,000
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
								\$ -
<b>TOTAL</b>	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	\$ 1,000,000

**Location Map:**

**Project Description:** The project would consist of converting existing streetlights to LED's and installing new streetlights in locations where they are needed.

**Project Objectives/Justification:** Over the long term, the City would save a significant amount of money for electrical costs since LED's are much more efficient than high pressure sodium or metal halide lights. It would also improve the level of service of the streetlights since LED bulbs last much longer and do not need to be replaced as often.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department: General Fund - Public Services**

**Project Title: Traffic Signal Improvements**

**Budget Code: 312-4142-441-83-76**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE	\$ 1,700,000		\$ 125,000	\$ 150,000	\$ 125,000	\$ 125,000		\$ 2,225,000
FEDERAL	\$ 200,000							\$ 200,000
RESERVES	\$ 4,650,000		\$ 125,000	\$ 150,000	\$ 125,000	\$ 125,000		\$ 5,175,000
OTHER								\$ -
<b>TOTAL</b>	<b>\$ 6,550,000</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 300,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ 7,600,000</b>

**Location Map:**

- FY 2017: New Signal at Adams Drive/Legge Blvd.
- FY 2018: N. Loudoun/Brick Kiln Signal Replacement
- FY 2019: Papermill Shawnee Signal Replacement
- FY 2020: N. Loudoun/Commercial Signal Replacement

**Project Description:** The majority of the traffic signals within the City were upgraded by the summer of 2010. This project will upgrade all the remaining old traffic signals. The new signal at Adams Drive/Legge Blvd. is needed to improve safety due to the high number of accidents that have occurred at this intersection.

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

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department: General Fund - Public Services**

**Project Title: Traffic Signal Synchronization with Traffic Adaptive System (In-Synch)**

**Budget Code: 312-4142-441.83-76**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE	\$ 250,000		\$ 120,000	\$ 150,000	\$ 120,000			\$ 640,000
FEDERAL								\$ -
RESERVES	\$ 250,000		\$ 120,000	\$ 150,000	\$ 120,000			\$ 640,000
OTHER								\$ -
<b>TOTAL</b>	\$ 500,000	\$ -	\$ 240,000	\$ 300,000	\$ 240,000	\$ -	\$ -	\$ 1,280,000

**Location Map:**

FY18: Gerrard Corridor  
 FY19: Valley Corridor (Cedar Creek Grade - Lake)  
 FY20: Jubal Early/S. Loudoun and Jubal Early/Valley

**Project Description:** Installation of In-Synch traffic adaptive system on some of the traffic signal corridors in the City. This system has recently been installed on Berryville Avenue, Pleasant Valley/Millwood/Jubal Early, and Amherst Street and has significantly improved traffic flow.

**Project Objectives/Justification:** Improve traffic flow on the City's major corridors.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Public Services

**Project Title:** Intersection Improvements

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE				\$ 150,000	\$ 150,000			\$ 300,000
FEDERAL								\$ -
RESERVES				\$ 150,000	\$ 150,000			\$ 300,000
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ 600,000

### Location Map:



**Project Description:** This project consists of modifications to three existing intersections to facilitate and improve traffic flow. The intersections include:

Pleasant Valley/Cork  
Pleasant Valley/Adams  
Pleasant Valley/Patsy Cline

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

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Public Services

**Project Title:** Tevis Street Extension

**Budget Code:** 312-4121-441.83-16

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE		\$ 700,000						\$ 700,000
FEDERAL								\$ -
RESERVES								\$ -
OTHER		\$ 700,000						\$ 700,000
<b>TOTAL</b>	\$ -	\$ 1,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,400,000

**Location Map:**



**Project Description:** Project would consist of constructing the extension of Tevis Street between Legge Blvd. and the new bridge that will be constructed over I-81.

**Project Objectives/Justification:** This Revenue Sharing project with VDOT would provide for a much needed arterial roadway connection between US 522 and Pleasant Valley Road. The matching funds would come from the private developer of the property.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

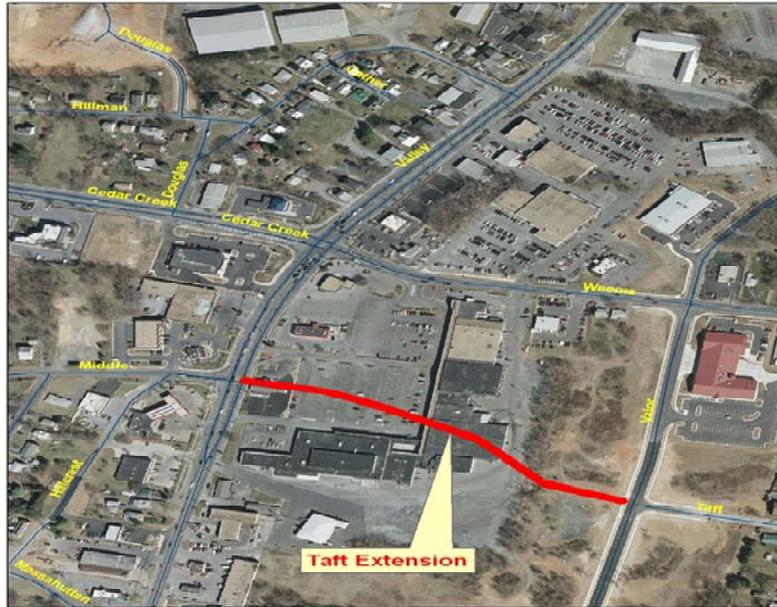
**Fund & Department:** General Fund - Public Services

**Project Title:** Taft Avenue Extension

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE							\$ 4,000,000	\$ 4,000,000
FEDERAL								\$ -
RESERVES								\$ -
OTHER							\$ 4,000,000	\$ 4,000,000
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000,000	\$ 8,000,000

**Location Map:**



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

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

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Public Services

**Project Title:** Monticello and Armour Dale Improvements

**Budget Code:** 312-4121-441.83-09

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE		\$ 3,000,000						\$ 3,000,000
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000

**Location Map:**



**Project Description:** Project consists of making improvements to Monticello and Armour Dale and converting each street to a one-way. A traffic signal would also be installed at the intersection of Valley and Armour Dale.

**Project Objectives/Justification:** This project will provide for an additional ingress/egress for Rubbermaid and was part of the reason they are currently expanding their facility here in Winchester. All the project funding is coming from the state's Transportation Partnership Opportunity Fund.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Public Services

**Project Title:** Hope Drive Extension

**Budget Code:** 312-4121-441-83-10

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS			\$ 1,800,000	\$ 1,800,000				\$ 3,600,000
STATE	\$ 200,000	\$ 200,000	\$ 1,800,000	\$ 1,800,000				\$ 4,000,000
FEDERAL								\$ -
RESERVES	\$ 200,000	\$ 200,000						\$ 400,000
OTHER								\$ -
<b>TOTAL</b>	\$ 400,000	\$ 400,000	\$ 3,600,000	\$ 3,600,000	\$ -	\$ -	\$ -	\$ 8,000,000

**Location Map:**



**Project Description:** Project consists of extending Hope Drive from Wilson Blvd. to Papermill Road, realigning Papermill Road, realigning Tevis Street, and possibly widening the existing portion of Hope Drive. In addition to the roadway components of the project there will be right-of-way acquisition, utility relocations, and a new railroad crossing. This is a Revenue Sharing Project with VDOT.

**Project Objectives/Justification:** This project will provide for an east-west arterial in the southern part of the City. It will also connect to the Papermill widening project that VDOT completed in 2009.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Public Services

**Project Title:** Meadow Branch Extension

**Budget Code:** 312-4121-441-83-11

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS		\$ 600,000						\$ 600,000
STATE	\$ 1,700,000	\$ 300,000						\$ 2,000,000
FEDERAL								\$ -
RESERVES								\$ -
OTHER	\$ 1,350,000							\$ 1,350,000
<b>TOTAL</b>	<b>\$ 3,050,000</b>	<b>\$ 900,000</b>	<b>\$ -</b>	<b>\$ 3,950,000</b>				

### Location Map:



**Project Description:** Project would consist of constructing a four-lane divided roadway from the current terminus of Meadow Branch Avenue to Amherst Street.

**Project Objectives/Justification:** This project would provide for a much more straightforward route from the west side of the City to the middle of the City and would significantly reduce the amount of cut-through traffic on Merrimans Lane and Amherst Street. This project is necessary for the new John Kerr School and one of City Council's highest priorities in the Strategic Plan.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Public Services

**Project Title:** Pleasant Valley Road Realignment/Extension

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE							\$ 3,000,000	\$ 3,000,000
FEDERAL								\$ -
RESERVES								\$ -
OTHER							\$ 3,000,000	\$ 3,000,000
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000	\$ 6,000,000

**Location Map:**



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

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

# Five-Year Capital Improvement Plan

## FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Public Services

**Project Title:** Featherbed Lane Improvements

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE							\$ 400,000	\$ 400,000
FEDERAL								\$ -
RESERVES							\$ 400,000	\$ 400,000
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000	\$ 800,000

**Location Map:**



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

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

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Public Services

**Project Title:** Shawnee Drive Improvements

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS							\$ 1,000,000	\$ 1,000,000
STATE							\$ 1,000,000	\$ 1,000,000
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000

**Location Map:**



**Project Description:** Project would consist of widening Shawnee between Papermill Road and the City limit from two lanes to three lanes (one lane each direction and a center turn lane), bike lanes, curb & gutter, and sidewalks.

**Project Objectives/Justification:** This project would significantly improve traffic flow and safety along this corridor.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department: General Fund - Public Services**

**Project Title: Papermill Road Improvements**

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS							\$ 2,000,000	\$ 2,000,000
STATE							\$ 2,000,000	\$ 2,000,000
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000	\$ 4,000,000

**Location Map:**



**Project Description:** Project would consist of widening Papermill Road between Cedar Meade and the City limit from two lanes to three lanes (one lane each direction and a center turn lane), bike lane, curb & gutter, and sidewalks.

**Project Objectives/Justification:** This project would significantly improve traffic flow and safety along this corridor.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Parks & Recreation

**Project Title:** Bridgeforth Field Artificial Turf

**Budget Code:** 312-7111-471.83-77

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES	\$ 15,000	\$ 135,000						\$ 150,000
OTHER		\$ 65,000						\$ 65,000
<b>TOTAL</b>	<b>\$ 15,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ 215,000</b>				

**Location Map:**



**PROJECTED ANNUAL OPERATING COSTS (\$)**

FY 2016	\$ 25,000
FY 2017	\$ 25,000
FY 2018	\$ 25,000
FY 2019	\$ 25,000
FY 2020	\$ 25,000
<b>TOTAL</b>	<b>\$ 125,000</b>

**Project Description:** Convert the infield playing surface of Bridgeforth Field to artificial turf .

**Project Objectives/Justification:** Reduce the amount of maintenance and wear on the playing surface. Artificial turf will provide groups with the ability to use the facility in the off-season and reduce wear early and late in the season. Shenandoah University has expressed a desire to contribute towards this project.

The City's contribution towards this project would include funding for John Handley High School's varsity and junior varsity baseball teams.

**Project Status:** Start date of the project is August 2015.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016- 2020

**Fund & Department:** General Fund - Parks and Recreation

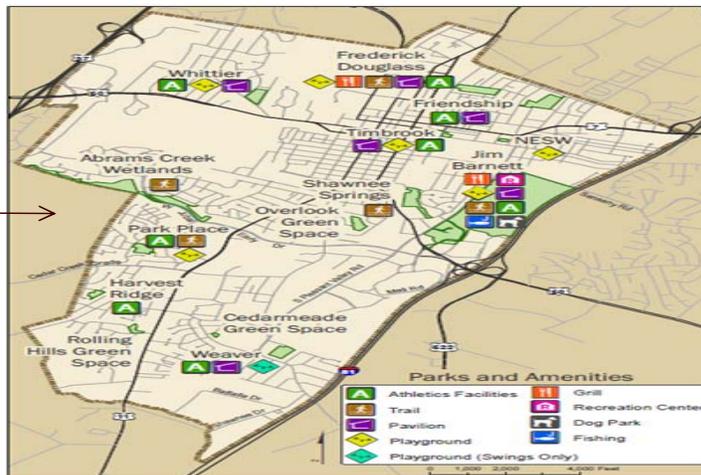
**Project Title:** Abrams Creek Wetlands Preserve Marsh Restoration

**Budget Code:** 312-7111-471-83-78

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING			\$ 22,000					\$ 22,000
BONDS								\$ -
STATE								
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ 22,000	\$ -	\$ -	\$ -	\$ -	\$ 22,000

**Location Map:**

Abrams Creek Wetlands Preserve



**Project Description:** The swamps (woody plants and trees) are overtaking the marshes (grasses, sedges and herbaceous plants). The marshes' direct sunlight creates the natural habitat necessary for survival for several plants on Virginia Rare Plants List growing in ACWP. The project involves hiring a contractor to cut the trees within the marshes according to the Abrams Creek Wetlands Preserve Management Plan. Cutting the encroaching trees from the dwindling marshes will help restore the natural habitats that are necessary for the survival of the rare plants. The initial estimate of \$22,000 could be eligible for a matching grant from Virginia Land Conservation Foundation. The Lower Marsh portion of the Marsh Restoration Project was completed in-house this past fall and winter. The final portion of this project involves the Meadow Branch Marsh. This estimate does not include Rodeo herbicide spraying on newly cut stump to prevent new shoots.

**Project Objectives/Justification:** The project satisfies these goals: Strategic Planning Item: Bikable and walkable City, improve neighborhood parks and amenities. Needs Assessment Item: Abrams Creek Wetland Preserve #4 on most used/visited amenity or park. Citizen Satisfaction Survey Item: Walking and biking trails in the City, quality recreation programs for seniors, maintaining what we have. Department Initiative: Conservation, promoting healthy active living in Winchester. The project is 1/2 complete.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Parks and Recreation

**Project Title:** Indoor Pool Shell Resurface

**Budget Code:** 312-7132-471.83-29

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES		\$ 65,000						\$ 65,000
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000

**Location Map:**

Indoor Pool in War Memorial Building



**Project Description:** To provide an adequate and safe public pool, shell out and resurface pool, take out and replace transition lines. Resurfacing and maintaining the indoor pool every 6 calendar years is the industry recommendation. This effort will will safe money in the long term. This was last done in 2006 - 9 years ago.

**Project Objectives/Justification:**

Our plaster pool is over 40 years old. In the past numerous white coats have been added that has made the depth more shallow. Also, as each new coat of plaster is placed on the pool over the years of repairs and maintenance and lips to form around the returns and tile which leads to decreased water circulation. The shell needs to be sanded down to base, eliminating paint layering. As plaster wears, roughness increases and becomes very sensitive to incorrect water chemistry. Plaster surface easily compromised if the shell is not resurfaced regularly.

**Project Status:**

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016- 2020

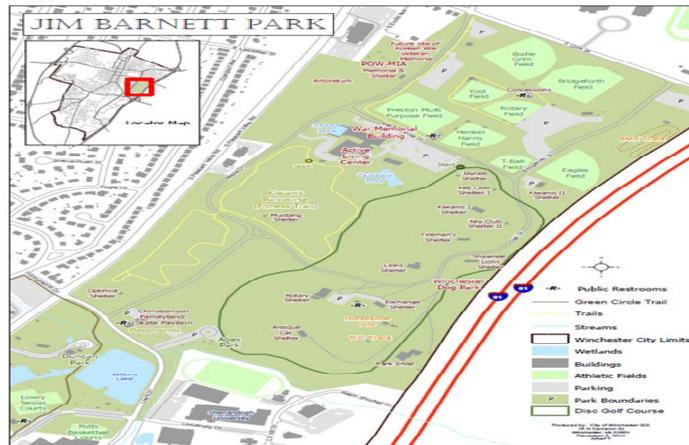
**Fund & Department:** General Fund - Parks and Recreation

**Project Title:** BMX Track Rebuild

**Budget Code:** 312-7111-471.83-41

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES			\$ 174,000					\$ 174,000
OTHER								\$ -
<b>TOTAL</b>	\$ -		\$ 174,000	\$ -	\$ -	\$ -	\$ -	\$ 174,000

**Location Map:**



**Project Description:** Site work to include stripping existing build/sifting old and new mix/drainage work and equipment rental. EB track Design, concrete pour on turns, new 2000+ linear feet of dirt mix with siltak covering. Complete BMX track rebuild - \$174,000 = \$62,650 + 93,734 for dirt mix + \$20, 341 for 8 foot fence

**Project Objectives/Justification:** The Winchester Parks and Recreation Department in conjunction with Winchester BMX plans to bid on hosting the 2016 BMX Regional Competition. The track has not been upgraded since it was built. The user group believes they can help raise funds for the site work, design, equipment rental and concrete pours. The economic stimulus will be similar to that of the Cyclocross event at \$80,000. This effort will be a great compliment to the ADA BMX project planned for this year.

**Project Status:** Planning phase with written estimates.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Parks and Recreation

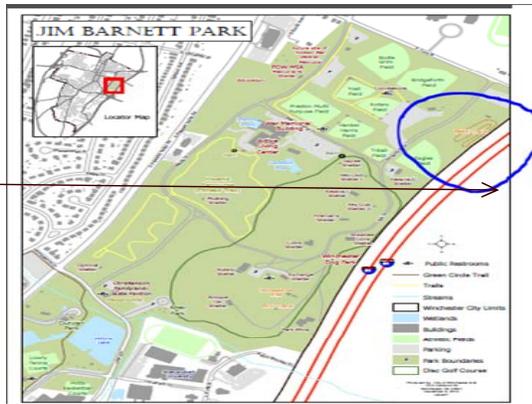
**Project Title:** ADA Phase II - BMX Track

**Budget Code:** 312-7111-471.83-41

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES			\$ 553,000					\$ 553,000
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ 553,000	\$ -	\$ -	\$ -	\$ -	\$ 553,000

**Location Map:**

BMX - Track and Relocation of Skate Pavilion (Extreme Sports area)



PROJECTED ANNUAL OPERATING COSTS (\$)	
FY 2016	\$ -
FY 2017	\$ -
FY 2018	\$ 20,000
FY 2019	\$ 20,000
FY 2020	\$ 20,000
<b>TOTAL</b>	<b>\$ 60,000</b>

**Project Description:** Phase #2 of the park's ADA accessibility project will focus in on the construction of a new paved parking lot with sidewalks around the BMX Track and to Bridgeforth Field from satellite parking lots in Jim Barnett Park. In addition, phase #2 will include the installation of a restroom facility at the BMX track and renovations to the existing Bridgeforth Field restrooms and additional sidewalk for ADA access around the stadium and into the dugouts. FY2014 funding focused on the Bridgeforth restrooms and sidewalks (\$150,000) and the FY2015 funding request focused on the BMX restrooms (\$525,000), trails and parking lot. Not only will this project support the ADA plan but will also serve as a gateway beautification project as you enter the City along Cork Street.

**Project Objectives/Justification:** The primary objective is to make our park system more accessible to everyone. Access to the BMX Track and to Bridgeforth Field from the existing gravel parking lot along Cork Street and Bridgeforth Drive does not meet ADA standards for accessibility. Furthermore, there are no public restrooms in this area of the park and it is currently difficult for anyone with a disability to cross the uneven terrain to use portable toilets. Currently there is no ADA viewing area at the existing BMX bleachers or at Bridgeforth Field which is required at public facilities. In addition, the restrooms at Bridgeforth Field are ADA compliant. This phase will address the barriers and bring this portion of Jim Barnett Park up to required standards. This phase will also serve as a beautification project for the northeastern portion of Jim Barnett Park.

**Project Status:** Design phase complete. Price estimates secured for the scope of work and is reflected in this proposal. Fund & Department: Winchester Parks & Recreation Department

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General - Parks and Recreation

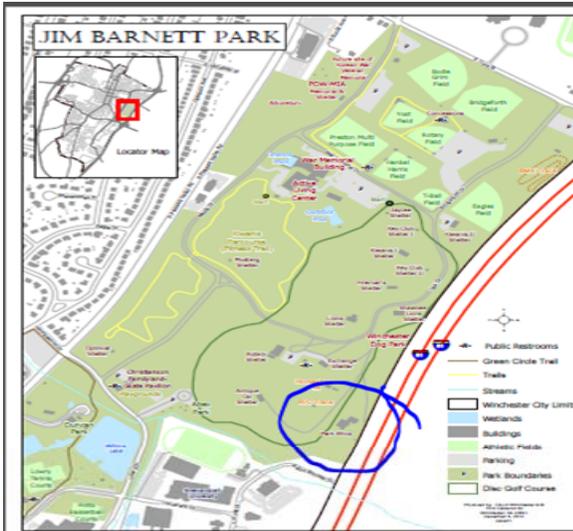
**Project Title:** Park Shop Demolition and Addition

**Budget Code:** 312-7111-471.83-41

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES				\$ 350,000				\$ 350,000
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ 350,000

**Location Map:**

Park Maintenance Compound in Jim Barnett Park



**Project Description:** Park Maintenance Shop Addition

**Project Objectives/Justification:** Demolition of the old section of the park maintenance facility and add onto the new section of the building with a pre-engineered structure. Design services and costs will be limited with a pre-engineered building. Estimated costs are approximately \$350,000. The older sections of the maintenance compound are quickly deteriorating and can not be used during snow events as the roof bows in and leaks. The facility would be used to store maintenance equipment and supplies and sectioned off to provide spaces for operational functions (woodworking, drive thru bays, etc.) The new facility should also be properly insulated. Currently there is not enough space to store all the equipment in the maintenance shop.

**Project Status:**

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General - Parks and Recreation

**Project Title:** Russ Potts Basketball Courts in Jim Barnett Park

**Budget Code:** 312-7111-471.83-41

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES			\$ 60,000					\$ 60,000
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000

**Location Map:**

PROJECTED ANNUAL OPERATING COSTS (\$)	
FY 2016	\$ -
FY 2017	\$ 2,000
FY 2018	\$ 2,000
FY 2019	\$ 2,000
FY 2020	\$ 2,000
<b>TOTAL</b>	<b>\$ 8,000</b>

South End of Jim Barnett Park  
Potts Basketball Courts

**Project Description:** Renovation to the existing basketball courts include the laying of new asphalt and paint for the surfacing and lines.

**Project Objectives/Justification:** Currently the courts are in poor shape. Cracks are throughout the three courts and areas have settled causing water to puddle. The courts are a free amenity in the park system and are used daily throughout the year.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Parks and Recreation

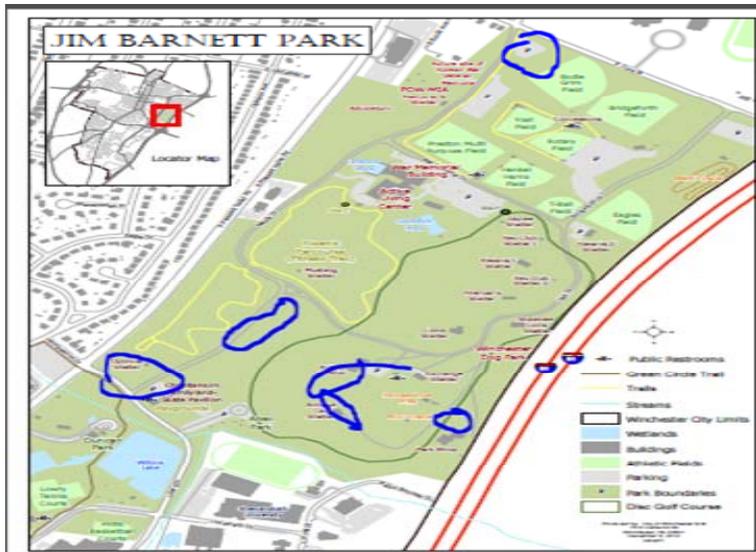
**Project Title:** Jim Barnett Park Roadway Resurfacing

**Budget Code:** 312-7111-471-83-77

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES			\$ 150,000	\$ 150,000				\$ 300,000
OTHER								\$ -
<b>TOTAL</b>	\$ -		\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 300,000

**Location Map:**

Various parking lots in JBP



**Project Description:** Asphalt overlay on all park roadways and new asphalt for existing gravel roadways and parking lots.

**Project Objectives/Justification:** Park roadways are in poor condition and need to be repaved. As part of the repaving project, consideration should be given to the following: install paving for ADA parking at Bodie Grim Field; paving around various high-use shelter areas; roadway extension from the Antique Car Shelter to the Rotary Shelter for better traffic flow; extend walking trail from the Par Course to the parking lot at the Optimist Shelter; pave gravel lot at maintenance shop; and pave the pull off area atop the hill along Maple Drive. The ideal time to pave would be after the park receives funding to install new water and sewer lines.

**Project Status:** Pricing secured. Requesting funds in FY 2017 and FY2018 Fund & Department: Winchester Parks & Recreation Department

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016- 2020

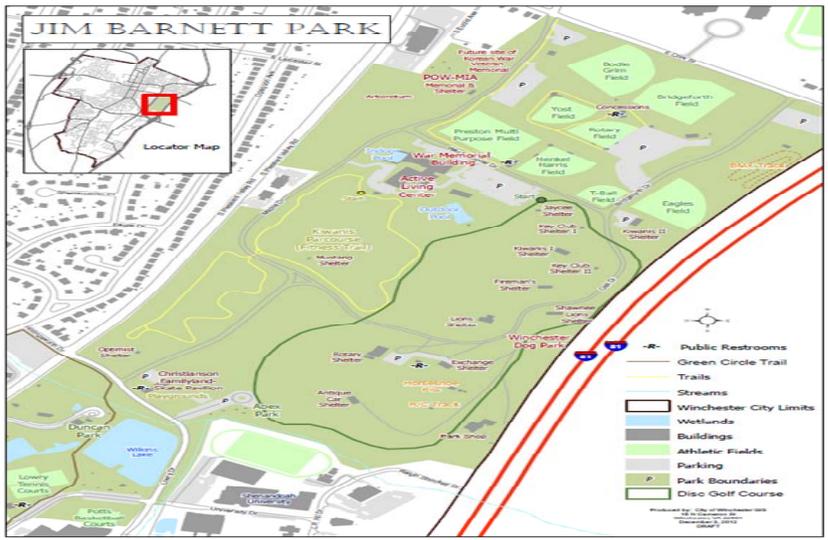
**Fund & Department:** General/Parks and Recreation

**Project Title:** Jim Barnett Park Facade Improvements

**Budget Code:** 312-7111-471-83-59

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING			\$ 160,000	\$ 140,000				\$ 300,000
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ 160,000	\$ 140,000	\$ -	\$ -	\$ -	\$ 300,000

**Location Map:**



**Project Description:** The projects seeks to improve visual appeal of Jim Barnett Park. Phase I addresses uniform signage. Phase II addresses uniform building materials and brick color. The final phase addresses converting chain link fencing to black powder coat fencing. Phase I - Signage to utilize department brand and colors. Pleasant Valley entrance sign double sided- \$14,000 + South End Sign \$6000 + 40 small amenity, field. and shelters signs @ \$40,000 = \$80,000. Replacing all old and routed signs will make the park look less hodge-podge and more professional. Phase II - brick painting or dying at War Memorial Building and Familyland estimated at \$80,000. Phase III involves removing all old chain-link and replacing with a uniform non-rusting, powder coated, chain-link fencing at the ball fields and the South End.

**Project Objectives/Justification:** Strategic Planning Item: Improve parks and amenities, maintain a high level of customer satisfaction.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Parks and Recreation

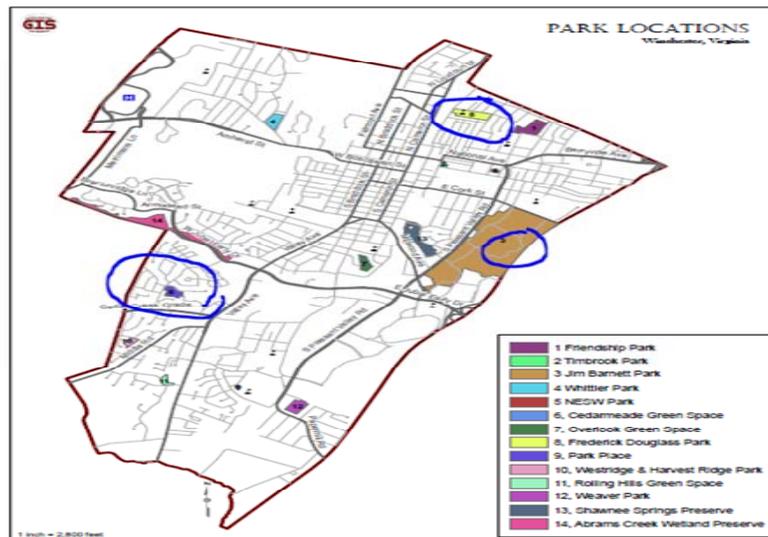
**Project Title:** Playground Replacement

**Budget Code:** 312-7111-471.83-24

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING		\$ 20,000	\$ 95,000	\$ 75,000	\$ 125,000			\$ 315,000
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ 20,000	\$ 95,000	\$ 75,000	\$ 125,000	\$ -	\$ -	\$ 315,000

**Location Map:**

Various play spaces around the City.



**Project Description:** Douglass Park composite playground has been removed due to non-compliance with playground safety standards. Other parks needing new equipment include: Park Place, Timbrook Park, Harvest Ridge, Whittier Park, and Children's Dream. New playground equipment and swings in Shelterville in Jim Barnett Park.

**Project Objectives/Justification:** Replace equipment that was removed and are going to be removed due to wear and non-compliance with Consumer Product Safety Commission Minimum Standards. Replace the Geo Climber at Park Place which is also showing major signs of wear.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

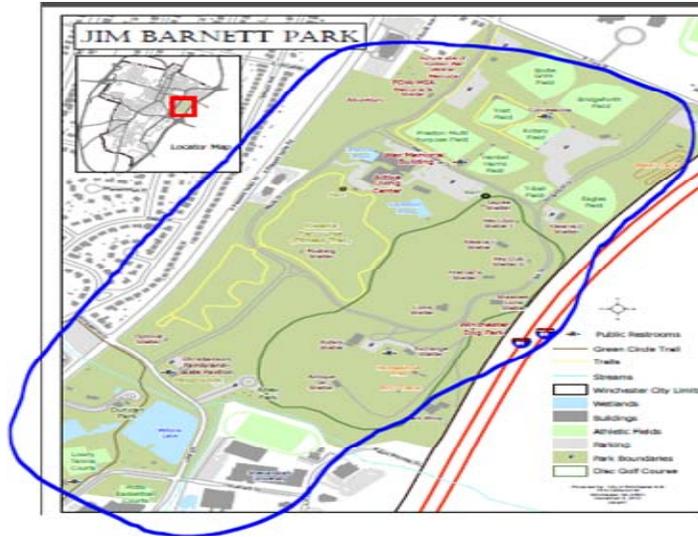
**Fund & Department:** General Fund - Parks and Recreation

**Project Title:** Jim Barnett Park Waterline Replacement

**Budget Code:** 312-7111-471.83-59

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS			\$ 874,000	\$ 437,000	\$ 437,000			\$ 1,748,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ 874,000	\$ 437,000	\$ 437,000	\$ -	\$ -	\$ 1,748,000

**Location Map:**



**Project Description:** The existing waterlines to certain park facilities are very old and leak on a regular basis. With the construction of the Active Living Center, a new water main was installed in the park and the plan is to tap into the new water main and run new lines to existing facilities within the park including: shelters, maintenance facility, Familyland, water fountains, athletic fields and restrooms.

**Project Objectives/Justification:** Annually, the park experiences a moderate to major water leak in our water lines. Oftentimes, the leak is not detected until we receive a water bill. Existing water lines are not deep enough into the ground and require that staff blow out lines each fall so that pipes are not damaged by freezing temperatures. Current water lines have been pieced together with different materials and are oftentimes difficult to trace to make repairs.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

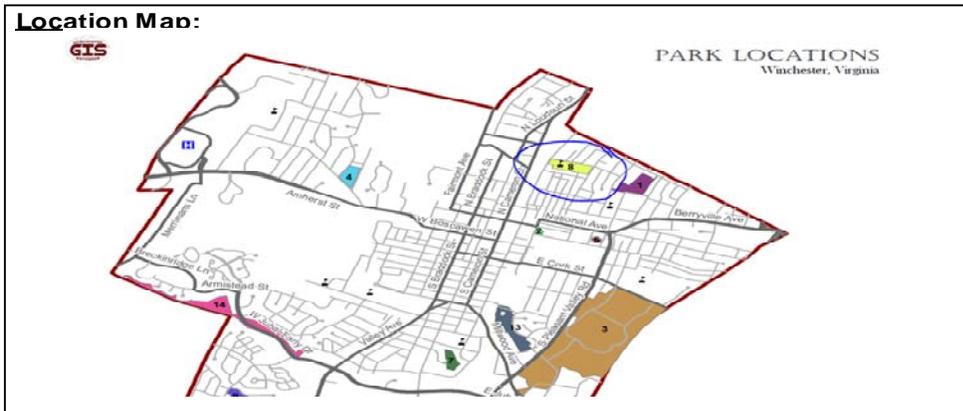
**Fund & Department:** General Fund - Parks and Recreation

**Project Title:** Frederick Douglass Park Development

**Budget Code:** 312-7111-471.83-24

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING		\$ 100,000	\$ 335,000					\$ 435,000
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ 100,000	\$ 335,000	\$ -	\$ -	\$ -	\$ -	\$ 435,000

**Location Map:**



**PROJECTED ANNUAL OPERATING COSTS (\$)**

FY2016	\$ -
FY2017	\$ 15,000
FY2018	\$ 15,000
FY2019	\$ 15,000
FY2020	\$ 15,000
<b>TOTAL</b>	\$ 60,000

**Project Description:** Multi-purpose irrigated field to house new outdoor soccer league, rugby, lacrosse and softball - 186,000; Community Garden and Orchard- \$2000; Pickleball Courts- 32,905; Outdoor Fitness Center - \$24,633; Field and Park Lighting - \$40,000; Outside Restrooms (plumbing, electric, water, bathroom structure) - \$141,000; Picnic Tables - \$4000; Reservable Communal Firepit with heavyduty semicircle groups swings - \$5000

**Project Objectives/Justification:** In order to house all new adult soccer league games, pick up soccer, football, lacrosse, ect. games, new VHSL lacrosse games and rugby games and practices, we need to develop neighborhood parks. There is evidence that small additional investments in parks and recreational fitness activities helps to reduce obesity, provides more health benefits, and increases physical activity in children. Proximity to park is the number one determinant as to whether a park is used or not. The FDP Development would be the pilot project for three more neighborhood park developments - Whittier, Weaver and Friendship. The neighborhood park development projects seek to promote physical activity, create community space, encourage neighborhood pride and unity and establish connections between people and a branch of local government - Winchester Parks and Recreation department. The plans also include community gardens and Little Free Libraires.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General - Parks and Recreation

**Project Title:** Spray Grounds in Jim Barnett Park

**Budget Code:** 312-7111-471.83-59

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING			\$ 275,000					\$ 275,000
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ 275,000

**Location Map:**

Spraygrounds at Outdoor Pool



**PROJECTED ANNUAL OPERATING COSTS (\$)**

<b>FY2016</b>	
<b>FY2017</b>	
<b>FY2018</b>	\$ 10,000
<b>FY2019</b>	\$ 10,000
<b>FY2020</b>	\$ 10,000
<b>TOTAL</b>	\$ 30,000

**Project Description:** Construction of a 5,000 sq. ft. spraygrounds with a variety of water spray features, such as, spray rings, water columns, stream jets, geysers, and bubblers. Construction includes a extensions of water lines and electrical controls from the current pumphouse at the Outdoor pool. System uses chlorinated recycled water. The chain link fence around the outdoor pool will also be replaced. Spraygrounds have become popular features of outdoor pool facilities and in neighborhood parks. The addition of a spraygrounds will increase the daily visitor count at Outdoor Pool with modest operational costs. Spraygrounds do not require additional lifeguard staffing however they offer a facility that non-swimmers can enjoy. Grandparents can bring grandchildren to the Outdoor Pool and supervise play in spraypark from a park bench without donning a swimsuit.

**Project Objectives/Justification:** Spraygrounds target a different market in our community. Users do not have to know how to swim to participate. The spraygrounds are designed to accommodate different age groups and the water used can be reclaimed if the recycling feature is purchased. General inquiries to sprayground manufacturers shows that an investment for as little as \$100,000 can get you a small to medium size sprayground that will attract new and local visitors to Jim Barnett Park in Winchester and serve as an economic stimulator where larger spraygrounds serve as a destination and have more of a regional draw.



# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** General Fund - Parks and Recreation

**Project Title:** Lowery Tennis Courts

**Budget Code:** 312-7111-471.83-40

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
<b>OPERATING</b>			\$ 120,000					\$ 120,000
<b>BONDS</b>								\$ -
<b>STATE</b>								\$ -
<b>FEDERAL</b>								\$ -
<b>RESERVES</b>								\$ -
<b>OTHER</b>			\$ 30,000					\$ 30,000
<b>TOTAL</b>	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000

**Location Map:**



South End of JBP  
Lowery Tennis Courts

PROJECTED ANNUAL OPERATING COSTS (\$)	
<b>FY2016</b>	\$ 5,000
<b>FY2017</b>	\$ 5,000
<b>FY2018</b>	\$ 5,000
<b>FY2019</b>	\$ 6,500
<b>FY2020</b>	\$ 6,500
<b>TOTAL</b>	\$ 28,000

**Project Description:** Renovation to the existing restrooms and storage building/pavilion at the Lowery Tennis Complex. Restroom renovations include the installation of new fixtures and doors. The storage building/pavilion would be enclosed for team rooms for JHHS and SU and an observation/training platform would be constructed at the site.

**Project Objectives/Justification:** Upgrade tennis court amenities including a new ADA accessible restroom, team rooms for JHHS and SU, create more storage, an observation deck for coaches and scorekeepers to monitor and observe play. Advance the sport of tennis for both recreational and competitive tennis players. The new estimate negates the old estimate that included constructing 4 new tennis courts.

**Project Status:** Planning Phase

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016- 2020

**Fund & Department:** Parks and Recreation

**Project Title:** McCormac Amphitheatre Temporary Ice Rink

**Budget Code:** 312-7111-471.83-42

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
<b>OPERATING</b>				\$ 300,000				\$ 300,000
<b>BONDS</b>								\$ -
<b>STATE</b>								\$ -
<b>FEDERAL</b>								\$ -
<b>RESERVES</b>								\$ -
<b>OTHER</b>								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000

### Location Map:

The Temporary Ice Rink at McCormac Amphitheatre



### PROJECTED ANNUAL OPERATING COSTS (\$)

<b>FY2016</b>	\$ -
<b>FY2017</b>	\$ -
<b>FY2018</b>	\$ 10,000
<b>FY2019</b>	\$ 10,000
<b>FY2020</b>	\$ 10,000
<b>TOTAL</b>	\$ 30,000

**Project Description:** Purchase a temporary Ice Rink to be erected in McCormac Amphitheatre area. A complete turnkey 50'X100' Rinx,60'X120' Portable shelter, a 50 ton chiller with Glycol. Chiller comes delivered and hard mounted on its own independent trailer, with levelers, The trailer is designed for portability for moving from one location to another and for storing the chiller off-season. This package includes boards, with 8 foot netting, 50 foot of 3/4 inch rubber matting, 50 feet of four tier bleachers and 2 enclosed trailers. The refrigerated rink has an enclosed trailer that can double as a skate rental shop when the rink is in use. This includes skates for skate rental. The package is \$300,000 delivered and installed. Ice-mat blanket, headers, and all valves and gauges included. Operating costs include electrical power and staff.

**Project Objectives/Justification:** To provide active physical activity over the winter months.

**Project Status:** Estimates Obtained and funding requested for 2016 budget year.

Projected Revenue - 100 skater capacity X \$3.00 admission X \$2 skate rental X 100 days = \$60,000/year

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016- 2020

**Fund & Department:** General - Parks and Recreation

**Project Title:** Fitness Facility Renovation

**Budget Code:** 312-7111-471.83-30

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING			\$ 265,500					\$ 265,500
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ 265,500	\$ -	\$ -	\$ -	\$ -	\$ 265,500

**Location Map:**

War Memorial Building-Old section to include Lord Fairfax, Arts and Crafts Room, Locker Rooms, Fitness Room and Old Pool Lobby.



**PROJECTED ANNUAL OPERATING COSTS (\$)**

<b>FY2016</b>	
<b>FY2017</b>	\$ 5,000
<b>FY2018</b>	\$ 5,000
<b>FY2019</b>	\$ 5,000
<b>FY2020</b>	\$ 5,000
<b>TOTAL</b>	\$ 20,000

**Project Description:** Convert Arts and Crafts Room in the old section of the War Memorial Building into cardio-equipment ADA compliant room - \$88, 076 moving cardio from existing fitness to make existing fitness - weights and strength only. This includes rubberized mat flooring, drop ceiling, electrical feed to 6 receptacles, double door full glass, and 3 new treadmills, 3 new ellipticals/flex striders, 2 new recumbent bikes. Converting existing pool lobby into a meeting room and HIVE CLUB - \$59,000. Locker Room Renovation for ADA accessibility - 88,000. Renovate existing Lord Fairfax Room includes divider, wooden dance and aerobics floor, mirrors and railing. - \$30,000.

**Project Objectives/Justification:** These renovations would make the fitness and locker room area ADA compliant, expand exercise / fitness equipment and program offerings, add a meeting space, enhance visual appeal to aging infrastructure, and create a multi-functional room, all of which can generate more revenue on rentals, fitness classes and wellness classes. The improvements will increase current customer satisfaction with the facility and potentially increase memberships with additional and updated facilities and equipment. More dance, fitness, yoga and cardio classes like cardio kick boxing and Zumba for varying ages and fitness levels. Projected increase in revenue including room rentals, memberships and admissions as well as athletics is conservatively estimated at \$70,500 per year.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016- 2020

**Fund & Department:** General Fund - Parks and Recreation

**Project Title:** Parklets and Pocket Parks

**Budget Code:** 312-7111-471.83-44

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
<b>OPERATING</b>				\$ 120,000				\$ 120,000
<b>BONDS</b>								\$ -
<b>STATE</b>								\$ -
<b>FEDERAL</b>								\$ -
<b>RESERVES</b>								\$ -
<b>OTHER</b>								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ 120,000

**Location Map:**

- Braddock Lot
- Plaza Lot
- Hable Lot
- Cork Lot



**Project Description:** A parklet is a type of pocket park. Parklets repurpose 3-4 parking spaces into a public park space for people to relax, drink a cup of coffee, pause and reflect and connect with nature or other people. Parklets usually are a decking platform built into the parking lanes. Parklet usually incorporate grass, benches/swings, planters, exercise equipment, landscaping, bike racks, cafe seats, etc. They are placed in low speed, low volume areas. Parklets symbolize the desire to create a more communal, enjoyable and healthy and vibrant public space. Pocket parks are usually larger than parklets and are normally a green space. 4 parklets @ \$30,000 each at each of the selected parking lots.

**Project Objectives/Justification:**

- Strategic Planning Item: Revitalize downtown neighborhoods, create a safe community, revitalize center city neighborhoods.
- Needs Assessment Item: Outdoor Recreation, fitness and wellness programs.
- Citizen Satisfaction Survey Item: Walking and biking trails in the City
- Department Initiative: Creating community spaces.

**Project Status:** Idea generation, estimates obtained. No department collaboration or approval sought yet.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016- 2020

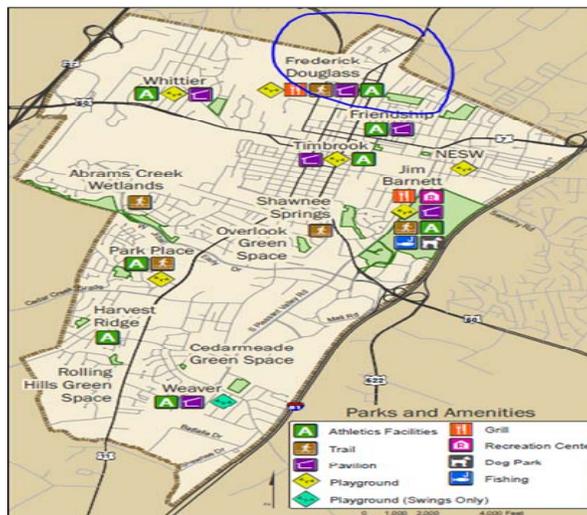
**Fund & Department:** General Fund - Parks and Recreation

**Project Title:** North End Land Acquisition and Park Development Project

**Budget Code:** 312-7111-471.83-73

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								
BONDS					\$5,000,000			\$ 5,000,000
STATE					\$5,000,000			\$ 5,000,000
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$10,000,000	\$ -	\$ -	\$10,000,000

**Location Map:**  
North End Land Acquisition



**Project Description:** According to the Comprehensive Plan, the City needs a park in the North End of Winchester. The national benchmark for municipalities our size (based on population) indicated that Winchester is 70 acres short of the national average. This land acquisition project would be funded 50% by General Obligation Bonds and 50% match by the Virginia Land Conservation Foundation for projects that support local/regional comprehensive plans, open space, and outdoor recreation facilities.

**Project Objectives/Justification:** This CIP project addresses these criteria:

**Project Status:** Idea Development

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** New John Kerr Elementary School

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
<b>OPERATING</b>								\$ -
<b>BONDS</b>	\$12,000,000	\$ 8,000,000						\$20,000,000
<b>STATE</b>								\$ -
<b>FEDERAL</b>								\$ -
<b>RESERVES</b>								\$ -
<b>OTHER</b>								\$ -
<b>TOTAL</b>	\$12,000,000	\$ 8,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$20,000,000

**Location:**



**Project Description:** Replace existing school on current site or at an alternative location with a 650 student elementary school (90,000 GSF)

**Project Objectives/Justification:** Existing school is 40+ years old, and is functionally obsolete. Enrollment projections affirm an approximate 300-seat shortfall at elementary level over the coming decade.

**Project Status:** In PPEA project development

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** John Kerr Elementary School Furnishings and Equipment

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS		\$ 1,000,000						\$ 1,000,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000

**Location:**



**Project Description:** New classroom furnishings and equipment, including technology (network equipment and smartboards)

**Project Objectives/Justification:** Furnishings and equipment budget for new school construction, budget set at 5% of project cost (\$20M); equipment lists and pricing to be developed in 2015.

**Project Status:** In PPEA project development

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** John Kerr Elementary School:  
Disposition of Old School

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
<b>OPERATING</b>								
<b>BONDS</b>	\$ 150,000		\$ 2,850,000					\$ 3,000,000
<b>STATE</b>								\$ -
<b>FEDERAL</b>								\$ -
<b>RESERVES</b>								\$ -
<b>OTHER</b>								\$ -
<b>TOTAL</b>	\$ 150,000	\$ -	\$ 2,850,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000

**Location:**



**Project Description:** Demolish and replace with soccer field, or provide necessary roofing / HVAC improvements for building reuse.

**Project Objectives/Justification:** Demolish and replace budget estimate=\$1,250,000  
or: HVAC / roofing improvment = \$3,000,000

**Project Status:** Pending School Board decision on disposition. HVAC work. Emergency roof replacement (18,000 SF) accomplished summer 2014; remainder of roof (approximately 28,000 roof) needs replacement in immediate future.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** Daniel Morgan Middle School Improvements

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING			\$ 810,000					\$ 810,000
BONDS								\$
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ 810,000	\$ -	\$ -	\$ -	\$ -	\$ 810,000

**Location:**



**Project Description:** Replace approximately 28,000 SF of existing room over cafeteria addition/ Also, to accommodate projected enrollment growth at DMMS, provide facility enhancements to improve vehicle accessibility (school buses and private vehicles), and create additional classroom space (modular classrooms).

**Project Objectives/Justification:** The roof section constructed in the 1990's (DMMS Cafetorium) was not replaced in the 2005 renovation, and is now at end of useful life. The ten-year enrollment projections prepared by Weldon Cooper Center predict 1,448 students attending DMMS in 2017-18; 160 students over building capacity of 1230.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** School Bus Replacements

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
<b>OPERATING</b>			\$ 300,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 1,600,000	\$ 3,100,000
<b>BONDS</b>								\$ -
<b>STATE</b>								\$ -
<b>FEDERAL</b>								\$ -
<b>RESERVES</b>								\$ -
<b>OTHER</b>								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ 300,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 1,600,000	\$ 3,100,000

**Location:**

**PROJECTED  
ANNUAL  
OPERATING  
COSTS (\$)**

FY2016
FY2017
FY2018
FY2019
FY2020

<b>TOTAL</b>	\$ -
--------------	------

**Project Description:** Bus replacement program.

**Project Objectives/Justification:** Replace buses as they age.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** Virginia Avenue Charlotte DeHart Elementary School roof replacement

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING				\$ 150,000				\$ 150,000
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$150,000

**Location:**



**Project Description:** Replace shingle roof of Virginia Ave. Charlotte DeHart Elementary

**Project Objectives/Justification:** VACDES, constructed in mid 1990's has sections of shingled, pitched roofs which will reach their useful life in this time period.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** Security Vestibules at School Entrances

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER		\$ 300,000						\$ 300,000
<b>TOTAL</b>	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000

**Location:**

PROJECTED ANNUAL OPERATING COSTS (\$)	
FY2016	
FY2017	
FY2018	
FY2019	
FY2020	
<b>TOTAL</b>	<b>\$ -</b>

**Project Description:** Modern school design prescribes building entrances which limit access to school building by directing visitors to receptionist who verifies identity and purpose.

**Project Objectives/Justification:** The lack of security vestibules was the major finding of School Safety Audit committee during the 2014 site reviews.

**Project Status:**

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** Handley Blvd Improvements

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER		\$ 250,000						\$ 250,000
<b>TOTAL</b>	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$250,000

**Location:**

PROJECTED ANNUAL OPERATING COSTS (\$)	
FY 2016	
FY 2017	
FY 2018	
FY 2019	
FY 2020	
<b>TOTAL</b>	\$ -

**Project Description:** Reconstruct Handley Blvd from Handley Circle to intersection with Stuart Street curb and gutter, paving, street lighting, and sidewalks.

**Project Objectives/Justification:** Plan is in accordance with Handley campus master plan.

**Project Status:** Under design by City P. W. & Rieley Associates.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** Quarles Elementary School,  
Roof Repairs

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING		\$ 135,000						\$ 135,000
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ 135,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 135,000

**Location:**



**Project Description:** Repair slate roof; install interior drains in flat roof section; replace approximately 6,000 SF of original built-up roof.

**Project Objectives/Justification:** Slate roof deteriorating at locations of ice-guards; excessive pending water on flat roof sections warrants install of roof drains; section of original built-up roof is deteriorated and in need of replacement.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** Handley High School - Patsy Cline Theater.

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING		\$ 250,000						\$ 250,000
BONDS								\$
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$250,000

**Location:**



**Project Description:** Add A.D.A. seating areas in Patsy Cline Theatre per V.D.O.E. audit requirements

**Project Objectives/Justification:** 2007-2009 building renovation did not disrupt auditorium therefore additional A.D.A. seating was not required. Recent VDOE audit will require this modification.

**Project Status:** Design options currently under development by project architect.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** Expand / Renovate Frederick Douglass Elementary School

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS					\$ 9,200,000			\$ 9,200,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ 9,200,000	\$ -	\$ -	\$ 9,200,000

**Location:**



**Project:** Description: Convert existing gymnasium into 2-story classroom space; construct new gymnasium and music suite, and enlarge cafeteria.

**Project Objectives/Justification:** Recent Weldon-Cooper enrollment study reveals sustained overcrowding at elementary and secondary level over the ten year period. Expansion allows relocation of 5th grade to elementary schools to alleviate overcrowding at DMMS.

**Project Status:** Project concepts developed

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Winchester Public Schools

**Project Title:** Douglas Community Learning Center  
Building Systems Replacement

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS							\$ 3,000,000	\$ 3,000,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000

**Location:**



**Project Description:** Replace roof, exterior windows, and HVAC Systems

**Project Objectives/Justification:** Building is functionally obsolete and building-systems are beyond useful life. Investment required to maintain building in safe and habital condition.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Utilities - Public Services

**Project Title:** South Kent - Woodstock Lane Infrastructure Improvements

**Budget Code:** 535-4803-448.86-24

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
<b>OPERATING</b>								\$ -
<b>BONDS</b>		\$ 3,000,000						\$ 3,000,000
<b>STATE</b>								\$ -
<b>FEDERAL</b>								\$ -
<b>RESERVES</b>								\$ -
<b>GEN. FUND</b>								\$ -
<b>TOTAL</b>	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000

**Location Map:**



**Project Description:**

The project would consist of the replacement all existing underground utilities, sidewalk replacements, and the street would be repaved on S. Kent between Cork and Millwood. Project would also include replacing the watermain on Woodstock Lane between Pleasant Valley and Pine.

**Project Objectives/Justification:** Continuing efforts to replace old infrastructure.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Utilities

**Project Title:** Water Main Replacements

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS							\$50,000,000	\$ 50,000,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$50,000,000	\$ 50,000,000

**Location Map:**

<b>PROJECTED ANNUAL OPERATING COSTS (\$)</b>	
FY2016	
FY2017	
FY2018	
FY2019	
FY2020	
<b>TOTAL</b>	\$ -

**Project Description:** Projects will consist of replacement of existing water mains that are old and in poor condition.

**Project Objectives/Justification:** The City operates a very old water distribution system. Some of the existing pipes are nearly 200 years old which gives Winchester the distinction of operating the third oldest distribution system in the U.S.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Utilities

**Project Title:** Structural Repairs to Dam at Water Treatment Plant Intake Structure

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS					\$ 100,000	\$ 650,000		\$ 750,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 650,000	\$ -	\$ 750,000

**Location Map:**



<b>PROJECTED ANNUAL OPERATING COSTS (\$)</b>	
FY2016	
FY2017	
FY2018	
FY2019	
FY2020	
<b>TOTAL</b>	\$ -

**Project Description:** Project would consist of repairing the dam structures at the intake for the water treatment plant located on the North Fork of the Shenandoah River.

**Project Objectives/Justification:** The original dam structure was constructed in the 1950's and major structural repairs will be needed so that the dam is reliable and in service in the future. The water supply for Winchester's residents and businesses is dependent on the proper operation of the intake/dam at the river.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Utilities

**Project Title:** Sanitary Sewer System Improvements

**Budget Code:** 535-4805-448.86-20

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS		\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$10,000,000	\$ 13,750,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$10,000,000	\$ 13,750,000

**Location Map:**

PROJECTED ANNUAL OPERATING COSTS (\$)	
FY2016	
FY2017	
FY2018	
FY2019	
FY2020	
<b>TOTAL</b>	\$ -

**Project Description:** Projects will consist of replacement of existing sewage pump stations, manholes, and lining/replacing existing sanitary sewer mains.

**Project Objectives/Justification:** The City operates several sewage pump stations that are getting old and need to be replaced. In addition, numerous existing sewer mains and manholes are very old and need to be replaced or lined. This will help with the significant infiltration problem that occurs during wet weather.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016-2020

**Fund & Department:** Utilities - Public Services

**Project Title:** N. Loudoun/S. Loudoun Infrastructure Improvements

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
<b>OPERATING</b>								\$ -
<b>BONDS</b>			\$ 3,500,000					\$ 3,500,000
<b>STATE</b>								\$ -
<b>FEDERAL</b>								\$ -
<b>RESERVES</b>								\$ -
<b>GEN. FUND</b>								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000

**Location Map:**



**Project Description:** The project would consist of the replacement all existing underground utilities, sidewalk replacements, and the street would be repaved.

**Project Objectives/Justification:** Continuing efforts to replace old infrastructure.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Utilities

**Project Title:** Watermain Replacement SU/Under I-81

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS				\$ 2,000,000				\$ 2,000,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 2,000,000

**Location Map:**

PROJECTED ANNUAL OPERATING COSTS (\$)	
FY2016	
FY2017	
FY2018	
FY2019	
FY2020	
<b>TOTAL</b>	\$ -

**Project Description:** Project will consist of replacing the existing watermain from Shenandoah University to the east side of Interstate 81.

**Project Objectives/Justification:** The existing watermain is old and in very poor condition and has experienced multiple breaks over the past several years. This main is vital for supplying water service to the City's customers on the east side of Interstate 81.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Utilities - Public Services

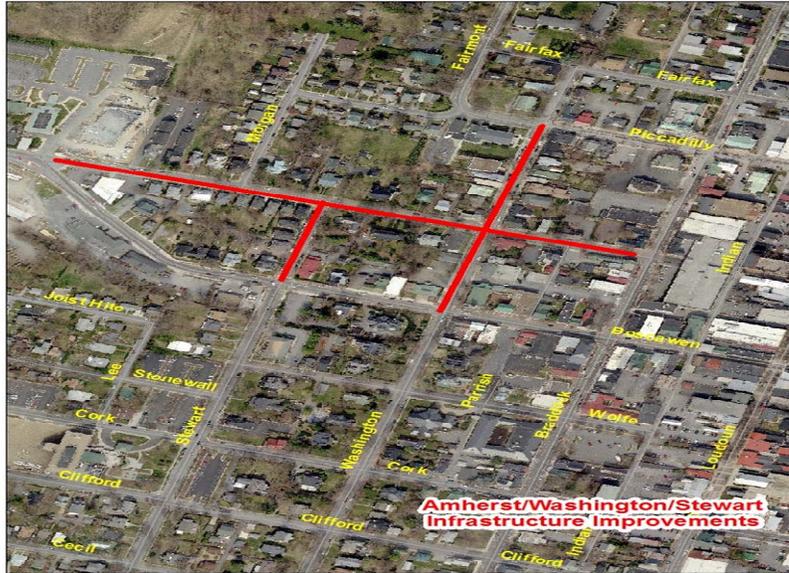
**Project Title:** Amherst/Stewart/Washington Infrastructure Improvements

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS				\$ 3,000,000				\$ 3,000,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
GEN FUND								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ 3,000,000

**Location Map:**



**Project Description:** The project would consist of the replacement all existing underground utilities, sidewalk replacements, and the street would be repaved.

**Project Objectives/Justification:** Continuing efforts to replace old infrastructure.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Utilities

**Project Title:** Water Storage Tank Replacement

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS					\$ 250,000	\$ 4,000,000		\$ 4,250,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 4,000,000	\$ -	\$ 4,250,000

**Location Map:**



PROJECTED ANNUAL OPERATING COSTS (\$)	
FY2016	
FY2017	
FY2018	
FY2019	
FY2020	
<b>TOTAL</b>	\$ -

**Project Description:** Project would consist of constructing a new water storage tank, most likely on the north end of the City.

**Project Objectives/Justification:** Two of the City's existing water storage tanks present significant operational problems. The first, the Tennyson Tank, is 80+ years old and is starting to develop numerous leaks. The second, Strothers Lane, is not at an ideal elevation and the water often becomes stagnant and loses its chlorine residual during the summer. This project would consist of replacing one or both tanks, with one or two new storage tanks.

# Five-Year Capital Improvement Plan

## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2016 - 2020

**Fund & Department:** Utilities

**Project Title:** Water Main Replacements

**Budget Code:**

SOURCE OF FUNDS	Prior Years	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Future Years	Project Total
OPERATING								\$ -
BONDS							\$50,000,000	\$ 50,000,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$50,000,000	\$ 50,000,000

**Location Map:**

<b>PROJECTED ANNUAL OPERATING COSTS (\$)</b>	
FY2016	
FY2017	
FY2018	
FY2019	
FY2020	
<b>TOTAL</b>	\$ -

**Project Description:** Projects will consist of replacement of existing water mains that are old and in poor condition.

**Project Objectives/Justification:** The City operates a very old water distribution system. Some of the existing pipes are nearly 200 years old which gives Winchester the distinction of operating the third oldest distribution system in the U.S.

# Winchester Virginia

## EQUIPMENT REPLACEMENT PLAN 2016-2020



## **Introduction and Background**

The Equipment Replacement Plan is a five-year forecast of equipment replacement needs in the City of Winchester. It is intended to alert the Council and citizens of equipment replacement needs that are required to maintain efficient city services and the safety of the staff. The first year of the plan becomes the adopted budget, however the equipment is again re-evaluated before the final approval is given for purchase. The remaining four years represents estimated replacement needs and related funding. The Equipment Replacement Plan does not include proposed capital projects. A document relating specifically to capital projects needs has been developed into a separate document.

The Equipment Replacement Plan's basic premise is scheduled replacement of present equipment. The FY 2016 plan calls for the replacement of ten public safety vehicles representing 19% of the total plan cost. This includes nine police vehicles and one sheriff vehicle that are either above 120,000 miles currently or will reach this threshold by the end of fiscal year 2015. Fire and Rescue will also leverage State and Federal Funds to purchase safety equipment totaling 41% of the total plan cost. Public Works equipment combines for 8% of the total cost. Transit will be leveraging State and Federal funds to replace 2 buses for 31% of the total plan cost. The equipment replacement charges for FY 2016 represent approximately 1% of the total general fund expenditures. Flexibility of the plan is established through annual review and revision, if necessary.

This five-year planning document along with the policy replacement criteria was developed by the Finance Department and represents the combined efforts of all city departments.

## **Equipment Replacement Plan 2016-2020**

The Equipment Replacement Plan is five-year plan outlining the vehicle and machinery replacement requirements for the City of Winchester. It is intended to inform the Council and citizens of the major needs on the horizon. The objective is to standardize the capital replacement process in order to create a managed system of purchasing and funding capital equipment, thereby allowing the City to accurately plan and budget for future departmental capital equipment requirements.

The Equipment Plan provides for the replacement intervals on an annual basis to reduce capital, operating and maintenance costs in order to maximize the safety and efficiency of the fleet. The attached listing is broken down by fiscal year, department, and the cost associated with each piece of equipment in need of replacement.

The targeted replacement cycles, in terms of years and miles for the current equipment, are as follows:

Description with Age/Miles:

- General Automobiles – Sedan 10 years/120,000 miles
- Public Safety Vehicles – 10 years/120,000 miles
- Light Duty Trucks – Sports Utility, Pickup and 4x4 – 10 years/100,000 miles
- Medium Heavy Duty trucks – 10 years/100,000 miles
- Buses – Medium Duty and Purpose-Built 7 years/200,000 miles, Light-Duty Small Bus, Cutaways, and Modified Vans 4 years/100,000 miles.
- Replacement of Fixed, add-on Equipment – 10 years, miscellaneous equipment – By condition.

### **General Procedures**

- A. Department heads will conduct an annual utilization study of the existing capital equipment. The study will identify vehicles and equipment that meet the minimum replacement criteria.
- B. Based on the study, the department heads will initiate the equipment request cycle each fiscal year within the regular budgeting process. Department heads will recommend specific vehicles and equipment for replacement based on the factors identifies below.
- C. Department Heads will review recommended capital replacements with the Finance Department and will submit a final recommendation to the City Manager for further analysis.

### Vehicle and Equipment Replacement Criteria

- A. Type of Equipment: New technology and manpower savings are all considerations for this criterion. Safer equipment may also fall into this category.
- B. Mission/Service: New or additional equipment may be needed for new county services/tasks.
- C. Maintenance Costs: Excessive breakdowns, repairs or proprietary parts may make it no longer feasible (financially or operationally) to retain a certain piece, type, or brand of equipment.
- D. Useful life: Safety is a primary concern. Older vehicles present significant challenges to keep operational and acquire parts and may present unique safety issues once past their useful life.
- E. Use of equipment: Underutilized equipment will be recommended for reassignment, sale or declared surplus/salvage. Heavily used equipment will also be given a higher priority for replacement; i.e., daily use is often more important than monthly, seasonal or sporadic use.
- F. Odometer miles or hours of use: High miles/hours create excessive wear and tear on major systems components. Wear and tear of City equipment is a key measure.
- G. Availability of Funds; Monies available each year may make modification of the proposed equipment list necessary, even if many of the other criteria are met.

# Five-Year Equipment Replacement Plan

## City of Winchester Equipment Replacement Plan 2016 - 2020

### DEPARTMENT SUMMARY

Department	2016	2017	2018	2019	2020	Total
Sheriff	31,600	-	35,000	55,000	55,000	176,600
Police	244,100	360,000	240,000	240,000	240,000	1,324,100
Fire	604,900	408,000	76,000	150,000	76,000	1,314,900
Zoning & Inspections	-	50,000	50,000	40,000	-	140,000
Facilities Maintenance	-	18,000	25,000	-	-	43,000
Refuse	-	200,000	170,000	30,000	-	400,000
Streets	90,000	209,300	442,000	482,000	283,400	1,506,700
Parks & Recreation	6,100	152,500	207,000	158,000	94,500	618,100
Human Services	-	30,000	20,000	25,000	25,000	100,000
Transit	450,000	375,000	150,000	-	-	975,000
Equipment Fund	30,000	-	-	-	-	30,000
Winchester Parking Auth	-	90,300	15,000	30,000	2,385	137,685
Public Services	-	-	62,000	150,000	150,000	362,000
<b>Grand Total</b>	<b>1,456,700</b>	<b>1,893,100</b>	<b>1,492,000</b>	<b>1,360,000</b>	<b>926,285</b>	<b>7,128,085</b>

# Five-Year Equipment Replacement Plan

## Equipment by Year 2016 - 2020

Department	Current Equipment	New Equipment	Cost/Funding Source		
			General Fund	Other	Total
<b>2016</b>					
Sheriff	Sheriff Vehicle	Sheriff Vehicle	31,600		31,600
Police	Police Vehicles (9)	Police Vehicles (9)	244,100		244,100
Fire & Rescue	Physio Control LifePak 12	Physio Control LifePak 15 (3)	62,100	62,100	124,200
Fire & Rescue	Self-contained Breathing (SCBA)	SCBA Replacement	48,100	432,600	480,700
Parks & Recreation		Snow Plow	6,100		6,100
Highway Maint - Streets	1993 GMC Van	Pickup Truck	30,000		30,000
Highway Maint - Streets	1992 Dump Truck	One Ton Dump Truck	60,000		60,000
Transit	2008 Buses (2)	Buses (2)	45,000	405,000	450,000
Equipment Fund	Lift	Lift		30,000	30,000
<b>Total for 2016</b>			<b>527,000</b>	<b>929,700</b>	<b>1,456,700</b>
<b>2017</b>					
Police	Police Vehicles (5)	Police Vehicles (5)	240,000		240,000
Police	Crisis Negotiations Vehicle	Crisis Negotiations Vehicle	120,000		120,000
Fire & Rescue	2005 GMC 2500 HD 4x4 Pickup	4x4 SUV	50,000		50,000
Fire & Rescue	2006 GMC 2500 HD 4x4 Pickup	4x4 SUV	38,000		38,000
Fire & Rescue		Arial Quint Apparatus	320,000		320,000
Inspections	2001 Sedan	4x4 SUV	30,000		30,000
Inspections	2002 Chevy Lumina	Sedan	20,000		20,000
Refuse	2002 Dodge Pickup	Pickup Truck	30,000		30,000
Refuse	2004 Refuse/Recycling Truck	Refuse/Recycling Truck	170,000		170,000
Highway Maint - Streets	1994 Dump Truck	Dump Truck	120,000		120,000
Highway Maint - Admin	2001 Chevy Lumina	SUV	25,300		25,300
Highway Maint - Streets	Leaf Vacs (2)	Leaf Vacs (2)	44,000		44,000
Highway Maint - Trees	Carlton Stump Grinder	Stump Grinder	20,000		20,000
Facilities Maintenance	2001 Jeep	SUV	18,000		18,000
Parks & Recreation	20014x2 GMC	4x2 Pickup	18,000		18,000
Parks & Recreation	Toro Workman with Groomer	Toro Workman with Groomer	14,000		14,000
Parks & Recreation	1998 F-150	4x4 Pickup Truck	31,000		31,000
Parks & Recreation	15-Passenger Van	15-Passenger Bus	60,000		60,000
Parks & Recreation	New	Toro Workman	14,000		14,000
Parks & Recreation	New	Plasma Cutter	2,500		2,500
Parks & Recreation		Bobcat Backhoe	6,000		6,000
Parks & Recreation		Bobcat Snowblower	7,000		7,000
Social Services	2005 Astro Van	Van	30,000		30,000
Transit	2008 Transit Bus	Transit Bus	22,500	202,500	225,000
Parking Authority	Mechanical parking meters	Parking equipment	75,000		75,000
Parking Authority	Receipt printer	Receipt printer (spare)	2,300		2,300

# Five-Year Equipment Replacement Plan

## Equipment by Year 2016 - 2020

Department	Current Equipment	New Equipment	Cost/Funding Source		
			General Fund	Other	Total
<b><u>2017 - continued</u></b>					
Parking Authority	Powerwasher/2 backpack blowers	Powerwasher/backpack blower	2,000		2,000
Parking Authority	Bank Note Dispenser	Bank Note Dispenser		11,000	11,000
<b>Total for 2017</b>			<b>1,544,600</b>	<b>348,500</b>	<b>1,893,100</b>
<b><u>2018</u></b>					
Sheriff	2007 Chevy Impala	Sheriff Vehicle	35,000		35,000
Police	Police Vehicles (5)	Police Vehicles (5)	240,000		240,000
Fire & Rescue	2007 Ford Explorer 4x4 SUV	4x4 SUV	38,000		38,000
Fire & Rescue	2008 Ford Explorer 4x4 SUV	4x4 SUV	38,000		38,000
Inspections	2005 Ford Taurus	Sedan	20,000		20,000
Inspections	2006 Chevy	4x4 SUV	30,000		30,000
Refuse	2006 Refuse/Recycling Truck	Refuse/Recycling Truck	170,000		170,000
Facilities Maintenance	GMC 2500	Truck	25,000		25,000
Highway Maint - Streets	1995 IHC Dump Truck	Dump Truck	120,000		120,000
Highway Maint - Streets	1995 IHC Dump Truck	Dump Truck	120,000		120,000
Highway Maint - Streets	1996 Pickup	Pickup	30,000		30,000
Highway Maint - Trees	1999 GMC Bucket Truck	Bucket Truck	125,000		125,000
Highway Maint - Streets	Zero Turn Mowers (2)	Zero Turn Mowers (2)	20,000		20,000
Highway Maint - Trees	2006 Chevy Pickup	4x4 Pickup	27,000		27,000
Parks & Recreation	New	4x4 Diesel Truck w/Trash Compactor	84,000		84,000
Parks & Recreation		Zero Turn Mower	15,000		15,000
Parks & Recreation	Toro 5910 Mower	Toro 5910 Mower	100,000		100,000
Parks & Recreation		Vehicle Lift	8,000		8,000
Social Services	2006 Stratus	Sedan	20,000		20,000
Transit		Paratransit Van	15,000	135,000	150,000
Parking Authority	Tennant Sweeper	Sweeper		15,000	15,000
Public Services	2001 GMC 4x4	3/4 Ton 4x4 Diesel w/snow plow		35,000	35,000
Public Services	Jeep 4WD SUV	4WD SUV		27,000	27,000
<b>Total for 2018</b>			<b>1,280,000</b>	<b>212,000</b>	<b>1,492,000</b>
<b><u>2019</u></b>					
Sheriff	Sheriff Vehicles (2)	Sheriff Vehicles (2)	55,000		55,000
Police	Police Vehicles (5)	Police Vehicles (5)	240,000		240,000
Fire & Rescue	1990 International 4900	International 4900 HazMat Vehicle	150,000		150,000

# Five-Year Equipment Replacement Plan

## Equipment by Year 2016 - 2020

Department	Current Equipment	New Equipment	Cost/Funding Source		
			General Fund	Other	Total
<b><u>2019 - continued</u></b>					
Inspections	2005 Ford Taurus	Sedan	20,000		20,000
Refuse	2002 Toyota Pickup	Pickup Truck	30,000		30,000
Zoning	2006 Chevy Malibu	Sedan	20,000		20,000
Highway Maint - Streets	1994 Dump Truck	Dump Truck	120,000		120,000
Highway Maint - Streets	1999 Dump Truck	Dump Truck	120,000		120,000
Highway Maint - Streets	2002 GMC Pickup	Pickup w/Lift Gate	30,000		30,000
Highway Maint - Streets	2002 GMC Dump Truck	Dump Truck	120,000		120,000
Highway Maint - Streets	2003 Ford Van	Van	25,000		25,000
Highway Maint - Streets	2003 GMC 4x4 Pickup	One Ton Pickup	40,000		40,000
Highway Maint - Trees	Toyota 4x4 Pickup	1/2 Ton Pickup	27,000		27,000
Parks & Recreation	1998 GMC 6500	Dump Truck	70,000		70,000
Parks & Recreation	2007 GMC 4x4	4x4 Pickup	31,000		31,000
Parks & Recreation	New	Kubota Tractor	42,000		42,000
Parks & Recreation	Zero Turn Mower	Zero Turn Mower	15,000		15,000
Social Services	2007 Ford Explorer	SUV	25,000		25,000
Parking Authority	1995 Dodge Truck	Truck		30,000	30,000
Public Services				150,000	150,000
<b>Total for 2019</b>			<b>1,180,000</b>	<b>180,000</b>	<b>1,360,000</b>
<b><u>2020</u></b>					
Sheriff	Sheriff Vehicles (2)	Sheriff Vehicles (2)	55,000		55,000
Police	Police Vehicles (5)	Police Vehicles (5)	240,000		240,000
Fire & Rescue	2010 Ford SUV	4x4 SUV	38,000		38,000
Fire & Rescue	2010 Ford SUV	4x4 SUV	38,000		38,000
Highway Maint - Streets	1998 GMC Utility Truck	Utility Truck	60,000		60,000
Highway Maint - Streets	2008 Ford F550	Pickup	43,400		43,400
Highway Maint - Streets	2008 Chevy Sweeper	Sweeper	180,000		180,000
Parks & Recreation	2011 F-350	F-350	38,000		38,000
Parks & Recreation	Bobcat	Bobcat	40,000		40,000
Parks & Recreation	Kubota Cart	Kubota Cart	15,000		15,000
Parks & Recreation	Snowblower	Snowblower	1,500		1,500
Social Services	2008 Ford Fusion	Sedan	25,000		25,000
Parking Authority	Receipt printer for 7800 paystation	Receipt printer for 7800 paystation		2,385	2,385
Public Services				150,000	150,000
<b>Total for 2020</b>			<b>773,900</b>	<b>152,385</b>	<b>926,285</b>
<b>Grand Total</b>			<b>5,305,500</b>	<b>1,822,585</b>	<b>7,128,085</b>

# Five-Year Equipment Replacement Plan

## Equipment by Department 2016 - 2020

Department	2016	2017	2018	2019	2020	Total
<b><u>Sheriff</u></b>						
Marked Vehicles	31,600	-	35,000	55,000	55,000	176,600
<b>Total Sheriff</b>	<b>31,600</b>	<b>-</b>	<b>35,000</b>	<b>55,000</b>	<b>55,000</b>	<b>176,600</b>
<b><u>Police</u></b>						
Marked Patrol Vehicles	244,100	240,000	240,000	240,000	240,000	1,204,100
Crisis Negotiations Vehicle	-	120,000	-	-	-	120,000
<b>Total Police</b>	<b>244,100</b>	<b>360,000</b>	<b>240,000</b>	<b>240,000</b>	<b>240,000</b>	<b>1,324,100</b>
<b><u>Fire</u></b>						
Marked Vehicles	-	88,000	76,000	-	76,000	240,000
Arial Quint Apparatus	-	320,000	-	-	-	320,000
HazMat Vehicle	-	-	-	150,000	-	150,000
Physio Control LifePak 15 (3)	124,200	-	-	-	-	124,200
SCBA Replacement.	480,700	-	-	-	-	480,700
<b>Total Fire</b>	<b>604,900</b>	<b>408,000</b>	<b>76,000</b>	<b>150,000</b>	<b>76,000</b>	<b>1,314,900</b>
<b><u>Zoning &amp; Inspections</u></b>						
Sedan	-	50,000	50,000	40,000	-	140,000
<b>Total Zoning &amp; Inspections</b>	<b>-</b>	<b>50,000</b>	<b>50,000</b>	<b>40,000</b>	<b>-</b>	<b>140,000</b>
<b><u>Facilities Maintenance</u></b>						
SUV	-	18,000	-	-	-	18,000
Pickup Truck	-	-	25,000	-	-	25,000
<b>Total Facilities Maintenance</b>	<b>-</b>	<b>18,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>43,000</b>
<b><u>Public Works/Refuse</u></b>						
Pickup Truck	-	30,000	-	30,000	-	60,000
Refuse/Recycling Truck	-	170,000	170,000	-	-	340,000
<b>Total Refuse</b>	<b>-</b>	<b>200,000</b>	<b>170,000</b>	<b>30,000</b>	<b>-</b>	<b>400,000</b>
<b><u>Public Works/Highway Maintenance</u></b>						
Dump Trucks	60,000	120,000	240,000	360,000	-	780,000
Pickup Trucks	30,000	-	57,000	97,000	103,400	287,400
SUV	-	25,300	-	-	-	25,300
Sweeper	-	-	-	-	180,000	180,000
Bucket Truck	-	-	125,000	-	-	125,000
Van	-	-	-	25,000	-	25,000
Stump Grinder	-	20,000	-	-	-	20,000
Leaf Vacs/Mowers	-	44,000	20,000	-	-	64,000
<b>Total Highway Maintenance</b>	<b>90,000</b>	<b>209,300</b>	<b>442,000</b>	<b>482,000</b>	<b>283,400</b>	<b>1,506,700</b>

# Five-Year Equipment Replacement Plan

## Equipment by Department 2016 - 2020

Department	2016	2017	2018	2019	2020	Total
<b><u>Parks &amp; Recreation</u></b>						
Pickup Trucks	-	49,000	-	31,000	38,000	118,000
Tractor	-	-	-	42,000	-	42,000
Trash Truck	-	-	84,000	-	-	84,000
Other Equipment	6,100	8,500	8,000	-	56,500	79,100
Dump Truck	-	-	-	70,000	-	70,000
15-Passenger Van	-	60,000	-	-	-	60,000
Mower	-	-	115,000	15,000	-	130,000
Toro Workman	-	28,000	-	-	-	28,000
Bobcat snowblower	-	7,000	-	-	-	7,000
<b>Total Parks &amp; Recreation</b>	<b>6,100</b>	<b>152,500</b>	<b>207,000</b>	<b>158,000</b>	<b>94,500</b>	<b>618,100</b>
<b><u>Social Services</u></b>						
Sedan	-	-	20,000	-	25,000	45,000
SUV	-	-	-	25,000	-	25,000
Van	-	30,000	-	-	-	30,000
<b>Total Human Services</b>	<b>-</b>	<b>30,000</b>	<b>20,000</b>	<b>25,000</b>	<b>25,000</b>	<b>100,000</b>
<b><u>Transit</u></b>						
Paratransit Vans	-	150,000	150,000	-	-	300,000
Transit Bus	450,000	225,000	-	-	-	675,000
<b>Total Transit</b>	<b>450,000</b>	<b>375,000</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>975,000</b>
<b><u>Equipment Fund</u></b>						
Lift	30,000	-	-	-	-	30,000
<b>Total Equipment Fund</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,000</b>
<b><u>Winchester Parking Authority</u></b>						
Truck	-	-	-	30,000	-	30,000
Parking Meters	-	75,000	-	-	-	75,000
Other Equipment	-	15,300	-	-	2,385	17,685
Sweeper	-	-	15,000	-	-	15,000
<b>Total Equipment Fund</b>	<b>-</b>	<b>90,300</b>	<b>15,000</b>	<b>30,000</b>	<b>2,385</b>	<b>137,685</b>
<b><u>Public Services</u></b>						
Truck	-	-	35,000	-	-	35,000
SUV	-	-	27,000	-	-	27,000
Heavy Equipment	-	-	-	150,000	150,000	300,000
<b>Total Public Services</b>	<b>-</b>	<b>-</b>	<b>62,000</b>	<b>150,000</b>	<b>150,000</b>	<b>362,000</b>
<b>Grand Total</b>	<b>1,456,700</b>	<b>1,893,100</b>	<b>1,492,000</b>	<b>1,360,000</b>	<b>926,285</b>	<b>7,128,085</b>

## **Introduction and Background**

The Information Technology Plan is a five-year forecast of information technology needs in the City of Winchester. It is intended to alert the Council and citizens of technology needs that are required to maintain the efficiency of city services and the safety of the staff. The first year of the plan becomes the adopted budget, however the technology is again re-evaluated before the final approval is given for purchase. The remaining four years represent estimated needs and related funding.

The Information Technology Plan's basic premise is scheduled procurement of technology to meet the City's needs. In the second year of the plan, FY2015, over three-quarters of the cost is designated for Information Technology Strategic Plan items. Money has also been designated to upgrade the current Enterprise Resource Planning hardware platform, web enabling Parks and Recreation software, upgrading the Emergency Medical Dispatch application, and adding a Workflow Automation tool.

This five-year planning document along with the policy replacement criteria was developed by the Information Technology Department and represents the combined efforts of all city departments.

# Five-Year Information Technology Plan

Project Description	Funding Source	Prior	2016	2017	2018	2019	2020	Future	Total
<b><u>General Government</u></b>									
Agenda and Boards & commissions	General		21,600	21,600	21,600	21,600	21,600		108,000
ArcGIS - Landrecords	General		5,000						5,000
CAMA Replacement	General		120,000						120,000
COOP and Disaster Recovery	General		55,000						55,000
Desktop Productivity Software	General		900						900
Dog Tag SAAS service	General		600						600
Enterprise Hardware Replacement	General	419,999	150,000	150,000	150,000	150,000	150,000		1,169,999
EOC Polycom	General		6,000						6,000
GOVQa (Mobile App, Knowledge base)	General		6,900	6,900	6,900	6,900	6,900		34,500
ID Badge Software	General		2,500						2,500
OpenGov (Budget transparency)	General		11,000						11,000
PCI Compliance requirements	General		25,000						25,000
Printer replacement	General		660	887	574	574	887		3,582
Replace card readers, projector	General		4,550	350	350	350	350		5,950
Send electronic files to VRS	General		2,000						2,000
Social Media Archiving	General		1,800	1,800	1,800	1,800	1,800		9,000
Touch Screen for City Hall	General		4,980	480	480	480	480		6,900
<b><u>Non-General Fund</u></b>									
Build 19 license upgrade	Parking		35,000						35,000
<b>Grand Total</b>		419,999	453,490	182,017	181,704	181,704	182,017		1,600,931

# Health & Dental Insurance Rates and Coverage

## City of Winchester FY 2016 Local Choice Medical Insurance Rates Including Delta Dental & Blue View Vision Coverage

<b>LC Key Advantage 500</b>				
<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>Employee Contribution</b>
Employee Only	431.00	412.00		19.00
Employee Plus 1	797.00	685.80		111.20
Employee/Family	1,164.00	778.40		385.60
	<b>Bi-Weekly Expected Rates</b>	<b>Employer Contribution</b>		<b>Employee Contribution</b>
Employee Only	198.92	190.15		8.77
Employee Plus 1	367.85	316.52		51.32
Employee/Family	537.23	359.26		177.97

<b>LC Key Advantage 1000</b>					
<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	412.00	412.00	100%	-	0%
Employee Plus 1	762.00	685.80	90%	76.20	10%
Employee/Family	1,112.00	778.40	70%	333.60	30%
	<b>Bi-Weekly Expected Rates</b>	<b>Employer Contribution</b>	<b>%</b>	<b>Employee Contribution</b>	<b>%</b>
Employee Only	190.15	190.15	100%	-	0%
Employee Plus 1	351.69	316.52	90%	35.17	10%
Employee/Family	513.23	359.26	70%	153.97	30%

## Health & Dental Insurance Rates and Coverage

### City of Winchester FY 2016 Local Choice Medical Insurance Rates Including Delta Dental & Blue View Vision Coverage

<b>LC H S A</b>					
<b>Calendar Year Deductible</b>		\$2,800 per member \$5,600 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	331.00	331.00	100%	-	0%
Employee Plus 1	612.00	489.60	80%	122.40	20%
Employee/Family	894.00	447.00	50%	447.00	50%
	<b>Bi-Weekly Expected Rates</b>	<b>Employer Contribution</b>	<b>%</b>	<b>Employee Contribution</b>	<b>%</b>
Employee Only	152.77	152.77	100%	-	0%
Employee Plus 1	282.46	225.97	80%	56.49	20%
Employee/Family	412.62	206.31	50%	206.31	50%

### City of Winchester FY 2016 Dental Insurance Rates Guardian Supplemental Dental

<b>Annual Deductible</b>		\$25/\$75	
<b>Annual Benefit maximum</b>		\$1,200 per member	
	<b>Monthly Expected Rates</b>	<b>Employer Contribution</b>	<b>Employee Contribution</b>
Employee Only	34.29	-	34.29
Employee/Spouse	69.71	-	69.71
Employee/Children	90.23	-	90.23
Employee/Family	125.67	-	125.67
	<b>Bi-Weekly Expected Rates</b>	<b>Employer Contribution</b>	<b>Employee Contribution</b>
Employee Only	15.83	-	15.83
Employee/Spouse	32.17	-	32.17
Employee/Children	41.64	-	41.64
Employee/Family	58.00	-	58.00

Note: This supplemental dental coverage is only available to employees that waive medical coverage or need dental coverage for dependents because they've chosen employee only medical.

# Debt Summary

## Summary of Outstanding Debt

As of June 30, 2015

ISSUE	PURPOSE	AMOUNT ISSUED	ISSUE DATE	MATURITY DATE	BALANCE CITY/SCH	BALANCE UTILITIES
Public Improvement Bond Series 1999A	Finance public safety facility, library renovations, and water projects	10,000,000	6/16/1999	6/3/2019	1,407,703	1,407,703
Public Improvement Bond Series 2005	Finance schools, Public Utility, roads, emergency communication, and buildings.	45,000,000	11/1/2005	11/1/2025	1,915,000	305,000
Public Improvement Bond Series 2006	Finance Schools and Public Utility Projects	23,660,000	12/21/2006	12/1/2026	1,805,000	410,000
Public Improvement Bond Series 2007	Finance Schools Projects and Active Living center project	7,200,000	9/12/2007	9/1/2027	985,000	
Public Improvement and Refunding Bond Series 2011	Finance General fund projects, Utilities and Schools Capital projects	31,705,000	9/1/2012	9/1/2023	26,870,040	4,449,960
Public Improvement and Refunding Bond Series 2012	Finance General fund projects, Utilities and Schools Capital projects	28,635,000	9/1/2012	9/1/2026	21,932,585	6,232,415
Public Improvement Bond Series 2013	Finance General fund projects and schools capital projects	24,265,000	10/30/2013	9/1/2033	23,805,000	
Public Improvement Bond Series 2014	Finance General fund projects and schools capital projects	24,265,000	10/30/2013	9/1/2033	11,255,180	3,429,820
HUD 108 Loan	Community Development projects	1,000,000	8/1/2013	8/1/2022	400,000	
Revenue bonds-VRA Series 2008	Utilities Capital Projects	12,100,000	11/21/2008	10/1/2028		9,830,000
Revenue bonds- VRA Series 2009A	Utilities Capital Projects	11,820,000	6/1/2009	10/1/2029		9,865,000
Revenue bonds- VRA Series 2009B	Utilities Capital Projects	12,295,000	11/1/2009	10/2/2029		10,430,000
Revenue bonds- VRA Series 2010C	Utilities Capital Projects	12,165,000	11/1/2010	10/1/2031		10,850,000
Revenue bonds- VRA Series 2011A	Utilities Capital Projects	1,500,000	10/25/2011	9/1/2042		1,434,927

# Debt Summary

## Summary of Outstanding Debt - Continued

As of June 30, 2015

ISSUE	PURPOSE	AMOUNT ISSUED	ISSUE DATE	MATURITY DATE	BALANCE CITY/SCH	BALANCE UTILITIES
Revenue bonds- VRA Series 2011B	Utilities Capital Projects	19,470,000	10/16/2011	10/1/2032		18,235,000
FWSA Opequon Water Facility Obligations	Obligations Payable- FWSA	26,452,442	4/1/2004	10/1/2038		14,584,240
<b>Total - All Outstanding Bonds</b>		<b><u>291,532,442</u></b>			<b><u>90,375,508</u></b>	<b><u>91,464,065</u></b>

### Legal Debt Margin Information Last Five Fiscal Years

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Debt Limit	314,296,963	278,558,244	281,568,882	282,603,133	283,454,957
Total Net Debt Applicable to Limit	<u>121,315,345</u>	<u>113,889,041</u>	<u>106,907,645</u>	<u>97,304,935</u>	<u>114,224,636</u>
Legal Debt Margin	<u>192,981,618</u>	<u>164,669,203</u>	<u>174,661,237</u>	<u>185,298,198</u>	<u>169,230,321</u>
Total Net Debt Applicable to Limit as a % of Debt Limit	38.60%	40.89%	37.97%	34.43%	40.30%

# Debt Summary

## Governmental Activities Principal and Interest Schedule

Year 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	
2016	1,174,944	722,277	1,897,221	4,892,493	3,069,959	7,962,452	9,859,673
2017	1,456,953	671,864	2,128,817	4,994,274	2,887,321	7,881,595	10,010,412
2018	1,462,329	612,282	2,074,611	5,253,239	2,674,269	7,927,508	10,002,119
2019	1,498,641	548,435	2,047,076	5,380,260	2,429,931	7,810,191	9,857,267
2020	1,153,742	476,583	1,630,325	5,937,860	2,151,650	8,089,510	9,719,836
2021	1,151,113	427,499	1,578,612	5,987,558	1,901,385	7,888,943	9,467,555
2022	1,196,450	380,511	1,576,962	6,215,192	1,662,674	7,877,866	9,454,828
2023	1,205,755	330,975	1,536,730	6,142,380	1,412,134	7,554,514	9,091,244
2024	1,229,799	279,304	1,509,103	5,968,401	1,155,919	7,124,320	8,633,422
2025	1,199,779	223,826	1,423,606	5,719,201	883,256	6,602,456	8,026,062
2026	1,052,852	172,504	1,225,356	4,896,619	635,367	5,531,986	6,757,342
2027	631,404	134,542	765,946	2,584,271	462,600	3,046,871	3,812,817
2028	440,250	111,512	551,762	1,514,751	372,888	1,887,639	2,439,401
2029	343,846	94,419	438,265	1,146,154	314,731	1,460,885	1,899,150
2030	360,000	78,583	438,583	1,200,000	261,942	1,461,942	1,900,525
2031	377,308	61,993	439,301	1,257,692	206,644	1,464,336	1,903,637
2032	394,615	44,625	439,240	1,315,385	148,750	1,464,135	1,903,375
2033	410,769	27,531	438,300	1,369,231	91,769	1,461,000	1,899,300
2034	429,231	9,658	438,889	1,430,769	32,192	1,462,961	1,901,850
	<b><u>17,169,780</u></b>	<b><u>5,408,923</u></b>	<b><u>22,578,703</u></b>	<b><u>73,205,728</u></b>	<b><u>22,755,382</u></b>	<b><u>95,961,110</u></b>	<b><u>118,539,814</u></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	
2016	5,868,413	4,220,284	10,088,697	190,000	389,250	579,250	10,667,947
2017	5,450,792	3,975,187	9,425,979	200,000	379,500	579,500	10,005,479
2018	5,696,408	3,733,397	9,429,805	210,000	369,250	579,250	10,009,055
2019	5,960,319	3,481,969	9,442,288	220,000	358,500	578,500	10,020,788
2020	5,835,847	3,209,688	9,045,535	230,000	347,250	577,250	9,622,785
2021	5,245,419	2,957,323	8,202,742	245,000	335,375	580,375	8,783,117
2022	5,472,700	2,710,564	8,183,265	255,000	322,875	577,875	8,761,140
2023	5,155,507	2,461,439	7,616,946	270,000	309,750	579,750	8,196,696
2024	5,283,385	2,213,955	7,497,341	280,000	296,000	576,000	8,073,341
2025	5,417,820	1,952,023	7,369,843	295,000	281,625	576,625	7,946,468
2026	5,553,026	1,676,496	7,229,522	310,000	266,500	576,500	7,806,022
2027	5,333,016	1,396,289	6,729,305	325,000	250,625	575,625	7,304,930
2028	5,262,202	1,121,070	6,383,272	340,000	234,000	574,000	6,957,272
2029	5,504,441	843,327	6,347,768	360,000	216,500	576,500	6,924,268
2030	4,750,839	581,992	5,332,831	375,000	198,125	573,125	5,905,956
2031	3,080,999	386,165	3,467,164	395,000	178,875	573,875	4,041,039
2032	1,783,724	263,710	2,047,434	415,000	158,625	573,625	2,621,059
2033	1,871,633	176,439	2,048,072	435,000	137,375	572,375	2,620,447
2034	397,788	122,608	520,396	460,000	115,000	575,000	1,095,396
2035	417,605	103,866	521,471	480,000	91,500	571,500	1,092,971
2036	435,670	84,228	519,898	505,000	66,875	571,875	1,091,773
2037	455,595	63,696	519,291	530,000	41,000	571,000	1,090,291
2038	477,381	42,189	519,571	555,000	13,875	568,875	1,088,446
2039	499,226	19,660	518,886				518,886
2040	69,882	7,099	76,980				76,980
2041	71,994	4,987	76,980				76,980
2042	74,170	2,811	76,980				76,980
2043	37,920	569	38,489				38,489
	<u>91,463,722</u>	<u>37,813,029</u>	<u>129,276,751</u>	<u>7,880,000</u>	<u>5,358,250</u>	<u>13,238,250</u>	<u>142,515,001</u>

**CITY OF WINCHESTER**  
**DEBT OBLIGATION POLICY**  
***Adopted December 9, 2003***

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**I. BACKGROUND AND PURPOSE**

This debt policy is designed to provide guidance to the City of Winchester and its operating units in the issuance of debt and similar obligations. For the purposes of this Policy, any Capital Lease obligation whereas not legally considered debt of the City, shall be treated as such. This Policy shall apply to all operating units of the City receiving General Fund support for repayment of debt used to finance Capital Projects. This Policy is designed to be used with other Financial Policies of the City as they exist from time to time.

This Policy will address various types of debt that may be issued by or on behalf of the City, the level of these obligations, the corresponding annual debt service costs of these obligations and the approval requirements for the issuance of such obligations.

The purpose of this Policy is to ensure the issuance and repayment of all debt obligations are properly planned, approved and executed to ensure the efficient and effective financial operations of the City.

**II. PLANNING, PERFORMANCE, AND MONITORING**

- A. The planning, issuance, and review of outstanding and proposed debt obligations will ensure that compliance with this Policy is maintained.
- B. The City may issue debt obligations for the purpose of acquiring, improving, renovating, or constructing Capital Projects including buildings, machinery, equipment, furniture, and fixtures or other similar longer life assets (i.e., water or sewer capacity, etc.).
- C. Whenever feasible, similar debt obligations will be issued at one time to minimize issuance costs.
- D. The City will annually prepare and adopt a multi-year Capital Improvements Program to identify and establish an orderly plan to meet the City's infrastructure needs with all debt-related projects and the corresponding debt service impact upon the General Funds of the City identified. The City shall discourage any additions to the Program during the course of the year.

- E. As a part of the annual budgeting process, the City shall prepare a report summarizing compliance with this policy and present this report to the City Council for approval.

### III. ISSUANCE GUIDELINES

- A. The City will not use short-term borrowing to finance operating needs, except in instances as described under Revenue Anticipation Notes.
- B. The City shall prepare an analysis of anticipated revenues, the potential tax impact and future operating costs associated with any project proposal for external financing.
- C. The final maturity of any obligation will not exceed the expected useful life of the assets or project for which the obligation is issued.
- D. Prior to the issuance of any form of debt, the City will ensure that the issuance of such debt will not result in the non-compliance with this Policy.
- E. At a minimum, all such obligations require approval by the City Council. This approval shall indicate the City Council approval of the identified funding for this Project and compliance with this Debt Policy.
- F. Unless approved by the City Council, no obligations shall be issued for an amount less than \$500,000 or for Capital Projects with a useful life of less than three (3) years.
- G. Based on the recommendations of its Financial Advisor and approval by the City Council, all debt obligations shall include funds sufficient to provide, if needed, capitalized interest, a Debt Service Reserve Fund, Rate Stabilization or other similar Funds as well as funds necessary to cover the cost of issuance of the Obligations.

### IV. DEBT PARAMETERS

The City shall maintain compliance with the following Debt parameters on a historical basis as well as on a Pro Forma basis after giving effect to the obligation being issued. Given the magnitude of the City's long-term Capital Improvement Program at the time this Policy is being adopted, the City has established a target policy and a maximum policy. While the City will attempt to adhere to the targeted levels, the City realizes that according to current projections it will be out of compliance with the targeted levels during several of the years once all the debt is issued.

- A. Net Debt as a percentage of Assessed Value shall be targeted at less than 3.5%, with a maximum level of 4.0%. (Net Debt is General Obligation debt and Capital Lease Obligation exclusive of debt or leases payable from the Enterprise Fund.)
- B. General Obligation Debt Service and Capital Lease payments as a percentage of Total Governmental Fund Expenditures shall be targeted at less than 12.5%, with a maximum level of 15%. For purposes of this requirement, General Governmental Expenditures shall be that amount reported in the most recent Comprehensive Annual Financial Report.

To the extent that the City proposes issuing debt that will exceed the targeted levels, City staff shall provide City Council for its review prior to authorizing the debt with a calculation of when it expects the City to be back in compliance with the targeted levels.

### V. **PERMITTED OBLIGATIONS**

Based on the implementation of this Policy, the City shall consider the following Obligation as Permitted Obligations for the purposes as stated. Unless stated otherwise in the section below, all such obligations shall be considered Debt for purposes of the Policy.

#### **A. *Revenue Anticipation Notes***

- 1. The City's Fund Balance Policy is designed to provide adequate cash flow to avoid the need for Revenue Anticipation Notes (RANs). As such, the use of RANs is discouraged.
- 2. The City may issue RANs in situations beyond the City's control or ability to forecast when the revenues will be received after the related funds are scheduled to be distributed.
- 3. The City will issue RANs for a period not to exceed the one year period permitted under the Constitution of Virginia, Article VII Section 10.
- 4. Prior to the issuance of RANs, the City will advise the City Council of the circumstances creating the need for the RANs and whether this need will continue in the future. In all cases, the City shall attempt to minimize the amount of RANs issued.
- 5. The issuance of RANs will not be counted as debt for purposes of this Policy.

### **B. Bond Anticipation Notes**

1. The City may issue Bond Anticipation Notes (BANs) in expectation of the issuance of General Obligation Bonds or Revenue Bonds when funds are required for the financed capital project to be initiated or continued but the City does not need to issue all of the permanent funding at that time.
2. The City may issue BANs when the long-term financial markets do not appear appropriate on a given date, but have a clear potential for improvement within the next twelve months.
3. The City may issue BANs with a maturity of up to two years in length with no more than one additional two year period.
4. Prior to issuing BANs, the City will clearly demonstrate its ability to comply with this Debt Policy upon issuance of the permanent financing.

### **C. General Obligation Bonds**

1. The Constitution of Virginia, Article VII Section 10(a), and the Public Finance Act contains a 10% of assessed value of real estate limitation on outstanding indebtedness which a City may incur.
2. The City may issue GO debt for any capital projects or other properly approved projects or programs.

### **D. VPSA Bonds and State Literary Fund Loans**

1. The City may finance its Schools needs with General Obligation debt or lease appropriation debt which may be subject to other provisions of this Policy. Should the City wish to use either the VPSA or Literary Loan to meet these needs, then these additional requirements must be met.
2. School capital projects or other projects permitted to be financed by the VPSA or State Literary Funds may be funded with GO debt as long as such debt is issued either through VPSA or State Literary Fund. The City shall attempt to use Literary Funds when at all possible; however, preference should be given to accessibility and interest rates when determining whether to use the VPSA or the Literary Fund.
3. Approval of the School Board is required prior to approval by the City Councils for projects funded with VPSA or State Literary Fund Loans.

### ***E. Revenue Bonds***

1. The City may issue Revenue Bonds to fund enterprise activities, such as water and sewer utilities, solid waste disposal facilities or for capital projects which will generate a revenue stream sufficient to fund the annual debt service costs of the Revenue Bonds.
2. The Revenue Bonds will include written covenants that will require that the revenue sources are sufficient to fund operating expenses and all debt service requirements.

### ***F. Capital Leases***

1. The City may execute Capital Leases or Certificates of Participation with independent parties to provide for the use of buildings, machinery, equipment, furniture, and fixtures as long as the asset is acquired at the end of the lease and the Capital Lease, if treated as Debt, complies with this Debt Policy.

### ***G. Moral Obligation Debt***

1. The City may enter into leases, contracts, or other agreements with other public bodies that provide for the payment of debt service when revenues of such public bodies or agencies may prove insufficient to cover debt service.
2. Payment of such moral obligation debt service will be done when the best interest of the City is clearly demonstrated.
3. While such moral obligation support does not affect the debt limit of the City, the amount of bonds issued with the City's moral obligation should be controlled in order to limit potential demands on the City and any expected use of this type of obligation should be clearly within the parameter of this Debt Policy.
4. The City will not count this type of obligation as Debt as long as this Debt remains self-sufficient. Should the City need to fund any of this debt, the City should count its maximum total debt exposure under this agreement as Debt for purposes of this Policy.

## **VI. DISCLOSURE AND COMMUNICATIONS**

- A. The City will maintain good communications with bond rating agencies to inform them about the City's financial position by providing them with the City's Comprehensive Annual Financial Report (CAFR) and Operating and Capital Improvements Budget.
- B. The City will follow the National Federation of Municipal Analysts and Government Finance Officers Association policy of full continuing disclosure.

## Debt Policy

- C. The City will disclose the preceding ten fiscal year's debt ratios in the Comprehensive Annual Financial Report.
- D. As part of its Operating and Capital Improvement Budget, the City will disclose an estimate of the subsequent five fiscal year's debt ratios with an analysis of the impact, if any; moral obligation debt would have on the debt ratios.

## Glossary

The following definitions of terms are provided to aid in understanding the terminology employed in the text of the budget and other financial documents.

**Accrual Basis of Accounting** – A method of accounting that recognizes the financial effect of transactions, events and inter-fund activities when they occur, regardless of the timing of related cash flows.

**Activity** – Classification of City services based on type of service provided, including legislative, administration, courts, public safety, public works, health & welfare, education, parks & recreation, and community development.

**Adopted Budget** – The final operating and capital budget approved by the City Council after public hearings and amendments to the proposed budget, if applicable; becomes legal guidance to City management and departments for spending levels.

**Advance Refunding** – A refinancing transaction in which new (refunding) bonds are issued to repay (refund) outstanding bonds prior to the first call date. The proceeds of the refunding bonds are deposited in an escrow account, invested in government securities, and used to pay debt service (interest, principal and premium, if any) on the refunded bonds through the applicable call date. For accounting purposes, refunded obligations are not considered a part of an issuer's debt.

**Agent Fees** – The fee paid to a financial institution known as the paying agent or registrar that serves two functions: 1) it receives funds from the issuer prior to each debt service payment date and then distributes these monies to the bondholders and 2) as registrar it establishes and maintains records of bond ownership.

**Amortization** – The paying off of debt in regular installments over a period of time.

**Appropriation** – An authorization made by the Council that permits City departments and agencies to incur obligations against, and to make expenditures of, governmental resources. The amount is fixed and authorized until the fiscal year ends at which time by law the appropriation lapses.

**Appropriation Ordinance** – The official enactment by City Council establishing the legal authority for City administrative staff to obligate and expend resources.

**ARRA** – American Recovery and Reinvestment Act – Bill passed by President Obama in February 2009 as an economic stimulus package. The money provided by this program will go towards projects such as improving education, building roads, public transportation, criminal justice, health care, and many other areas. The government is hoping this package will create jobs and provide other economic benefits.

**Assessed Value** – The fair market value placed on personal and real property owned by taxpayers, as determined by the City.

**Balanced Budget** – By law, local government budgets must be balanced; i.e., expenditures may not exceed revenues.

**Basis of Budgeting and Accounting** – Accounting methods, such as accrual basis and modified accrual basis, used to document revenues received and authorized obligations expensed.

## Glossary

**Bond** – General Obligation A type of security sold to finance capital improvement projects, with the principal and interest payments guaranteed by the full faith and credit of the City through its taxing authority.

**Bond Ratings** – A rating of quality given on any given bond offering as determined by an independent agency in the business of rating such offerings.

**BPOL Tax** – Business license or gross receipts tax, this item taxes the total revenues of a business.

**Budget** – A plan of financial operation including an estimate of proposed means of financing them (revenue estimates). The term also sometimes is used to denote the officially approved expenditure ceilings under which the City and its departments operate.

**Budget Calendar** – The schedule of key dates involved in the process of adopting and then executing an adopted budget.

**Budgetary Control** – The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

**Budget Document** – The official written statement prepared by the City's administrative staff which presents the proposed budget to the City Council.

**Budget Message** – A general discussion of the proposed budget presented to the City Council by the City Manager as a part of or supplement to the budget document. The budget message explains principle budget issues against the background of financial experience in recent years and presents recommendations made by the City Manager.

**CAFR** – Comprehensive Annual Financial Report – the annual report issued by the City on its financial position and activity for the fiscal year. This report is prepared by the Department of Finance in conformity with U. S. generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board. The report is audited by an independent firm of certified public accountants.

**Capital Assets – Operating** – Tangible property which has a value of at least \$10,000, but less than \$50,000, and a useful life of more than one year. Operating capital is budgeted in the operating funds. Also called fixed assets.

**Capital Assets – Major** – Any tangible property with a value of at least \$50,000 and an expected life of at least seven years is classified as a major capital asset. Such assets are budgeted in the Capital Improvement Plan (CIP). These items are of significant value and require a longer planning horizon.

**Capital Fund** – Each year, the City adopts a five-year Capital Improvement Program (CIP) that serves as a blueprint for the long-term physical improvements the City wishes to make. The Capital Fund is funded through a transfer from the general, water and sewer funds, State aid and bond issues. The current year CIP is included as part of the annual budget.

**Capital Improvement Expenditures** – Related to the acquisition, expansion or rehabilitation of an element of the governments' physical facilities and infrastructure.

**Capital Improvement Plan (CIP)** – A plan for purchasing capital expenditures over a period of years to meet capital needs arising from the long-term work program. It sets forth each project or other contemplated expenditure and specifies the full resources estimated to be available to finance the projected expenditures.

**Capital Lease** – A lease obligation that has met the criteria to be categorized as a capital lease as opposed to an operating lease under generally accepted accounting principles. Capital leases are common in certain types of financing transactions involving the use of revenue bonds as opposed to general obligation bonds.

**Capital Outlay** – An appropriation or expenditure category for government assets with a value of \$10,000 or more and a useful economic life of one year or more.

**Capital Projects** – Projects which purchase or construct capital assets. Typically, a capital project encompasses a purchase of land and/or the construction of a building or facility.

**Capitalized Interest** – A portion of the proceeds of a bond issue which is set aside to pay interest on the bonds for a specific period of time. Interest is typically capitalized for bonds issued to finance a revenue-producing project to pay debt service until the project is completed and begins generating revenues.

**CDBG** – Community Development Block Grant -- funding received from the U. S. Department of Housing and Urban Development. CDBG primarily benefits low- and moderate-income persons through housing, human services, neighborhood improvements and economic development activities, with a secondary emphasis on the reduction of slums and blight.

**CIP** – Capital Improvement Plan – A plan for capital expenditures, to be incurred each year over a fixed period of several future years, which sets forth each capital project, identifies the expected beginning and ending date for each project, the amount to be expended in each year and the method of financing those expenditures.

**City Budget** – That portion of the overall General Fund budget under the direct control of the City Manager (excludes the School Budget).

**Comprehensive Annual Financial Report (CAFR)** – The annual report that represents a locality's financial activities and contains the independent auditor's reports on compliance with laws, regulations and internal controls over financial reporting based on an audit of financial statements performed in accordance with "Government Auditing Standards."

**Constitutional Officers** – Officials elected to four-year terms of office who are authorized by the Constitution of Virginia to head City departments, the Treasurer, Commissioner of Revenue, City Sheriff, Commonwealth Attorney and the Clerk of the Circuit Court for the City.

**Contingency** – A budgetary reserve set aside for emergencies or unforeseen expenditures for which no other budget exists.

**Contractual Services** – Services rendered to a government by private firms, individuals, or other governmental agencies on a fee basis or fixed time contract basis. Examples include payments for engineering services, legal services, printing, and advertising.

**CSA** – Comprehensive Services Act.

## Glossary

**Debt** – Any obligations of the City for the payment of money issued pursuant to the Public Finance Act of Virginia.

**Debt Limit** – The maximum amounts of gross or net debt which is legally permitted.

**Debt Per Capita** – Total outstanding debt divided by the population of the City.

**Debt Ratio** – A measure used that determines the annual debt service or outstanding debt as a percentage of some other item which is generally an indication of the ability of the City to repay the debt; examples include annual debt service as a percentage of total annual expenditures and total outstanding debt as a percentage of total assessed value.

**Debt Service** – The payment of principal and interest on borrowed funds, such as bonds.

**Defeasance** – Termination of the rights and interests of the bondholders and their lien on the pledged revenues in accordance with the terms of the bond contract for a bond issue. Defeasance usually occurs in connection with the refunding of outstanding bonds after provision has been made for future payment through funds provided by the issuance of the new refunding bonds.

**Department/Division** – A department consists of one or more divisions. The division is the basic organizational unit of government which is functionally unique in its delivery of services.

**Depreciation** – The decrease in value of capital assets due to use and the passage of time.

**Disbursement** – The expenditure of monies from an account.

**E-911 Tax** – This is a tax on telephone usage to pay for fire and police emergency dispatch operations.

**Economic Development Authority (EDA)** – Responsible for encouraging industrial and commercial development in the City.

**Emergency Medical Services (EMS)** – The Fire and Emergency Medical Services Department provides emergency fire suppression response to incidents involving fires, fire alarms, smoke scares, vehicle accidents and other types of calls where the threat of fire exists. It also provides emergency medical response to incidents involving injury, illness, accidents, and other types of calls where the threat of injury or illness exists.

**Encumbrance** – A reservation of funds that represents a legal commitment, often established through contract, to pay for future goods or services.

**Enterprise Funds** – Account for the financing of services to the general public whereby all or most of the operating expenses involved are recorded in the form of charges to users of such services. The enterprise funds consist of the Sewer Utility Fund, the Water Utility Fund and the Transit Fund (although transit is not formally recognized as an enterprise fund).

**Expenditure** – The actual payment of cash for the purpose of acquiring goods or services.

**Expense Charges** – Incurred for goods and services, whether paid immediately or unpaid.

## Glossary

**Fiscal Year** – A twelve-month period designated as the operating year for accounting and budgeting purposes, and at the end of which a government determines its financial position and the results of its operations. For the City the fiscal year begins on July 1 and ends on June 30.

**Fixed Assets** – Assets of a long-term character which are not intended to be sold for profit, but which are to be used in an organization's normal course of business, such as land, buildings, and improvements other than buildings, machinery and equipment.

**Franchise** – A special privilege granted by a government permitting the continuing use of public property, such as city streets and usually involving the elements of monopoly and regulation.

**Fringe Benefits** – The payment of benefits to employees as part of a compensation package, including social security, Medicare, retirement, and health insurance.

**Full-Time Equivalent (FTE)** – A measure for determining personnel staffing, computed by equating 2,080 hours of work per year (2,496 for firefighters) with one full-time equivalent position.

**Function** – A subset of expenditures or expenses, which are related by classification e.g., salary, fringe benefits, contractual services, and debt service.

**Fund** – A set of interrelated accounts to record assets, liabilities, equity, revenues and expenditures associated with a specific purpose or activity.

**Fund Balance** – Generally refers to the City's unassigned General Fund Balance, which is the accumulated total of all prior years' actual revenues in excess of expenditures, or surplus. These funds are available for appropriation by the Common Council.

**Fund Type** – In governmental accounting, all funds are classified into eight generic fund types: General, Special Revenue, Debt Service, Capital Projects, Enterprise, Internal Service and Trust and Agency.

**GAAP** – Generally Accepted Accounting Principles -- is the standard framework of guidelines for financial accounting, mainly used in the U.S.A.. It includes the standards, conventions, and rules accountants follow in recording and summarizing transactions, and in the preparation of financial statements.

**Governmental Accounting Standards Board (GASB)** – An organization that provides the ultimate authoritative accounting and financial reporting standards for state and local governments.

**General Fund** – A fund containing revenues such as property taxes not designated by law for a special purpose. Some of the departments that are part of the General Fund include Administration, Fire, Police, Public Works and Recreation.

**General Obligation Bond** – A bond for which the full faith and credit of the City is pledged for payment.

**Goal** – A clear statement of a program's mission, or purpose.

**Governmental Funds** – Funds generally used to account for tax-supported activities.

**Grants** – Contributions or gifts of cash or other assets from another government to be used or expended for a specific purpose, activity or facility.

**HOME – HOME Investment Partnerships Program** – Funding received from the U.S. Department of Housing and Urban Development. HOME benefits low- and moderate-income persons through the development of affordable housing.

**HUD** – U. S. Department of Housing and Urban Development -- the federal government organization whose mission is to increase homeownership, support community development, and increase access to affordable housing free from discrimination.

**Indicator** – a high level measure of performance.

**Infrastructure** – The physical assets of a government, e.g., streets, water, sewer, public buildings and parks.

**Intergovernmental Revenues** – Revenues from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

**Internal Services** – The charges to user departments for internal services provided by another government department or agency, such as data processing, equipment maintenance, or insurance funded from a central pool.

**IT** – Information Technology.

**ITP** – Information Technology Plan – Recommends policy direction on a City-wide basis for all information technology, including voice and data communications. The committee will review information and office automation needs and recommend to the City Manager direction and priorities consistent with the long term mission, goals and objectives which have been established for the City.

**Legal Debt Margin** – The amount of general obligation bonds and certain other interest bearing obligations (other than revenue bonds) that the City may have outstanding expressed as a percentage of the assessed value of real estate in the City as shown on the last preceding assessment for taxes.

**Line-Item Budget** – A budget prepared along departmental lines that focuses on what is to be purchased by each type of product or service.

**Local Funds** – Indicates funding from local sources only and does not include funds received from Federal, State and other sources.

**Long-Term Debt** – Debt with a maturity of more than one year after the date of issuance.

**Median Household Income** – Median denotes the middle value in a set of values, in this case, household income.

**MGD** – Million Gallons per Day.

**Mission Statement** – Declaration of purpose for an entire organization or one of its programs.

**Modified Accrual Basis of Accounting** – Basis of accounting according to which revenues are recognized in the accounting period in which they become available and measurable and expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which are recognized when due.

**Moral Obligation Bond** – A bond which is secured by the revenues from the financed project and, additionally, by a non-bonding agreement that any deficiency in pledged revenues will be reported to the issuer's legislative body (City Council) which may appropriate moneys to make up the shortfall. Typically the mechanics involve a debt service reserve fund which is drawn upon to make up for any deficiency in pledged revenues. The legislative body is then requested to replenish the reserve fund but is not obligated to do so. These bonds are considered tax-supported debt and impact debt capacity to the extent that pledged revenues are ever insufficient to support debt service.

**Non-Departmental Accounts** – Accounts used to record expenditures that cannot or have not been allocated to individual departments.

**Object of Expenditure** – An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

**Objective** – The actual functions or services that a City program must provide in order to achieve its stated goals.

**Operating Budget** – Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing acquisition, spending and service delivery activities of a government are controlled.

**Operating Expenses** – The cost for personnel, materials and equipment required for a department to function.

**Operating Revenue** – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**Ordinance** – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute, it has the full force and effect of law within the boundaries of the municipality to which it applies. Ordinances require two public readings and legal advertisement prior to adoption. Ordinarily, the statutes or charter will specify or imply those legislative actions that must be done by ordinance.

**Other Costs** – Refers to costs that are not personnel, operating or capital in nature, such as debt service and transfers between funds.

**Outcomes** – the desired results that will be seen if the City is successful in providing programs and services that affect the causal factors identified for the priorities.

**Pay-as-You-Go Basis** – A term used to describe the financial policy of a government that finances all of its capital outlays from current revenues rather than by borrowing. A government that pays for some improvements from current revenues and others by borrowing is said to be on a partial or modified pay-as-you-go-basis.

**Performance Measure** – An indicator of the attainment of an objective; it is a specific quantitative measure of work performed or services provided within an activity or program, or it may be a quantitative measure of results obtained through a program or activity.

**Personal Property Tax (PP)** – A City tax levied on motor vehicles and boats based on published listings of values, and on machinery and tools based on a percentage of cost.

## Glossary

**Personal Services** – Expenditures for salaries, wages, and overtime for full-time and part-time employees.

**Program** – A program is a distinct, clearly identifiable activity, function, cost center, or organizational unit that is budgeted as a sub-unit of a department. A program budget utilizes the separate program budgets as its basic component.

**Projections** – Estimates of anticipated revenues, expenditures, or other budget amounts for specific time periods, usually fiscal years.

**Property Tax** – A tax levied on the assessed value of real property. This tax is also known as ad valorem tax.

**Proposed Budget** – The operating and capital budgets submitted to the City Council by the City Manager.

**Proprietary Fund** – A fund that accounts for operations that are financed in a manner similar to private business enterprise.

**Public Service Corporation (PSC)** – An entity defined by the Commonwealth of Virginia as providing utilities to residents and businesses; includes power companies, phone companies, gas companies, and other similar type organizations.

**Real Estate Tax (R/E)** – A tax levied by the City Council on real property in the City of Winchester; real property is defined as land and improvements on the land (buildings).

**Recommended Budget** – The budget proposed by the City Manager to City Council for adoption.

**Refunding** – A transaction in which the City refinances an outstanding issue by issuing new (refunding) bonds and using the proceeds to immediately retire the old (refunded) bonds.

**Reserve** – A portion of a fund's balance that is restricted for a specific purpose and not available for general appropriation.

**Revenue** – Sources of funds received by the government that finance the operations. These receipts may include tax payments, interest earnings, service charges, grants, and intergovernmental payments.

**Revenue Bond** – A bond that is payable from a specific source of revenue and to which the full faith and credit of the City's taxing power is not pledged. Revenue bonds are payable from identified sources of revenue, including general fund revenues on occasion, for certain types of appropriation-supported bonds.

**School Fund Budget** – The School Fund revenues and expenditures under the control of the School Board for the operation of Winchester City Schools.

**Strategic Issues** – Policy choices or decisions which serve as the fundamental basis for the organization's types of services, service levels, cost of services and overall management.

**Tax Levy** – The total dollar amount of tax that optimally should be collected based on tax rates and assessed values of personal and real properties.

**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.