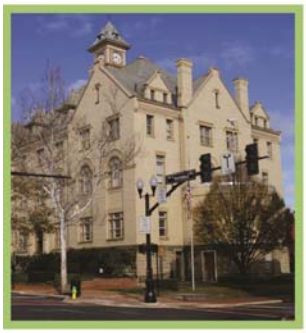
Winchester Virginia



FY2017

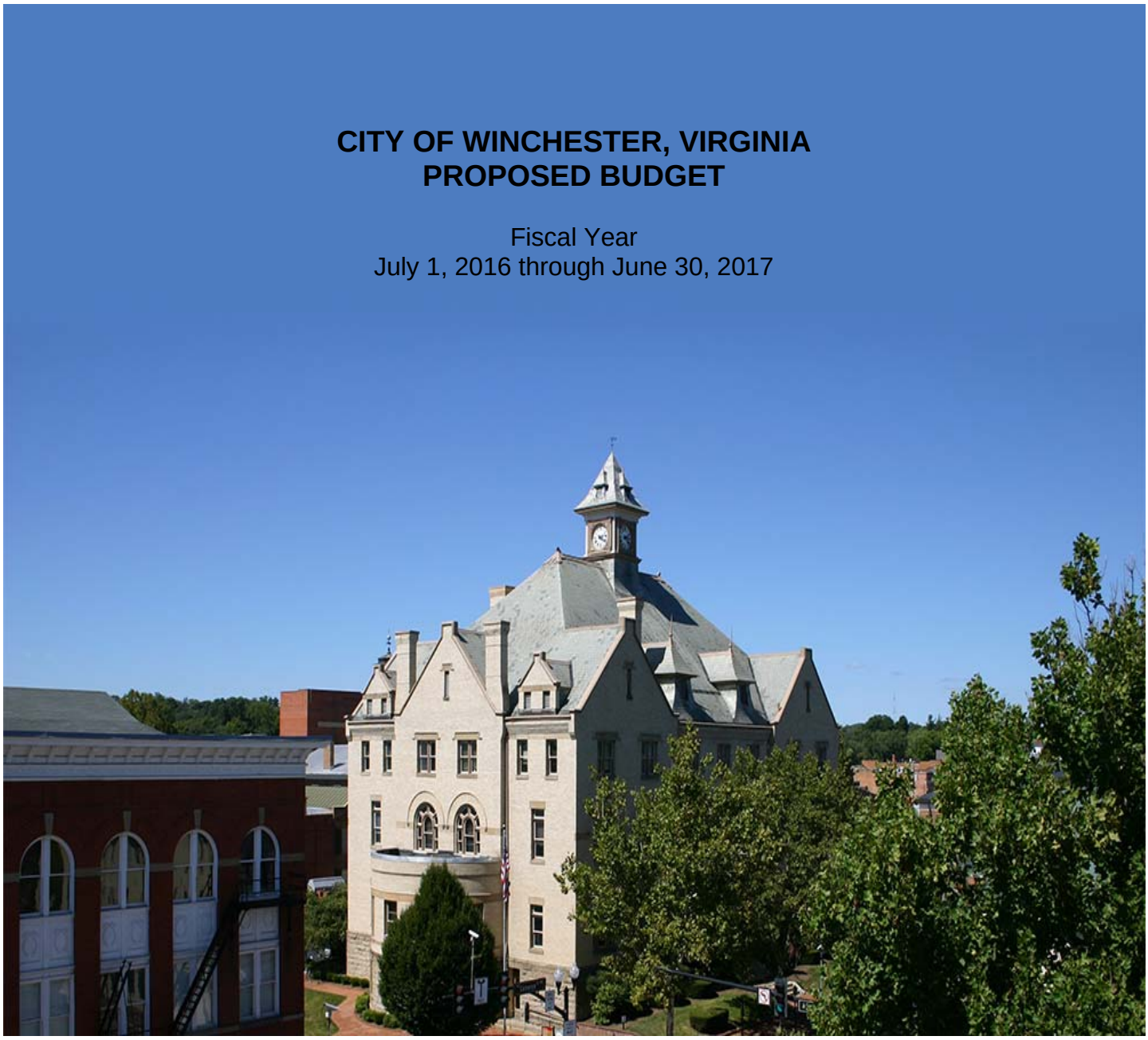
Adopted BUDGET

JULY 1, 2016-JUNE 30, 2017

WWW.WINCHESTERVA.GOV

CITY OF WINCHESTER, VIRGINIA
PROPOSED BUDGET

Fiscal Year
July 1, 2016 through June 30, 2017



BUDGET OFFICIALS

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

2015 Council Officers

Mayor: Elizabeth Minor
Vice-Mayor: Les Veach
President: John Willingham
Vice-President: Bill Wiley

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

Elizabeth Minor
Elected Mayor 2004
Elected Council 1982

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Winchester

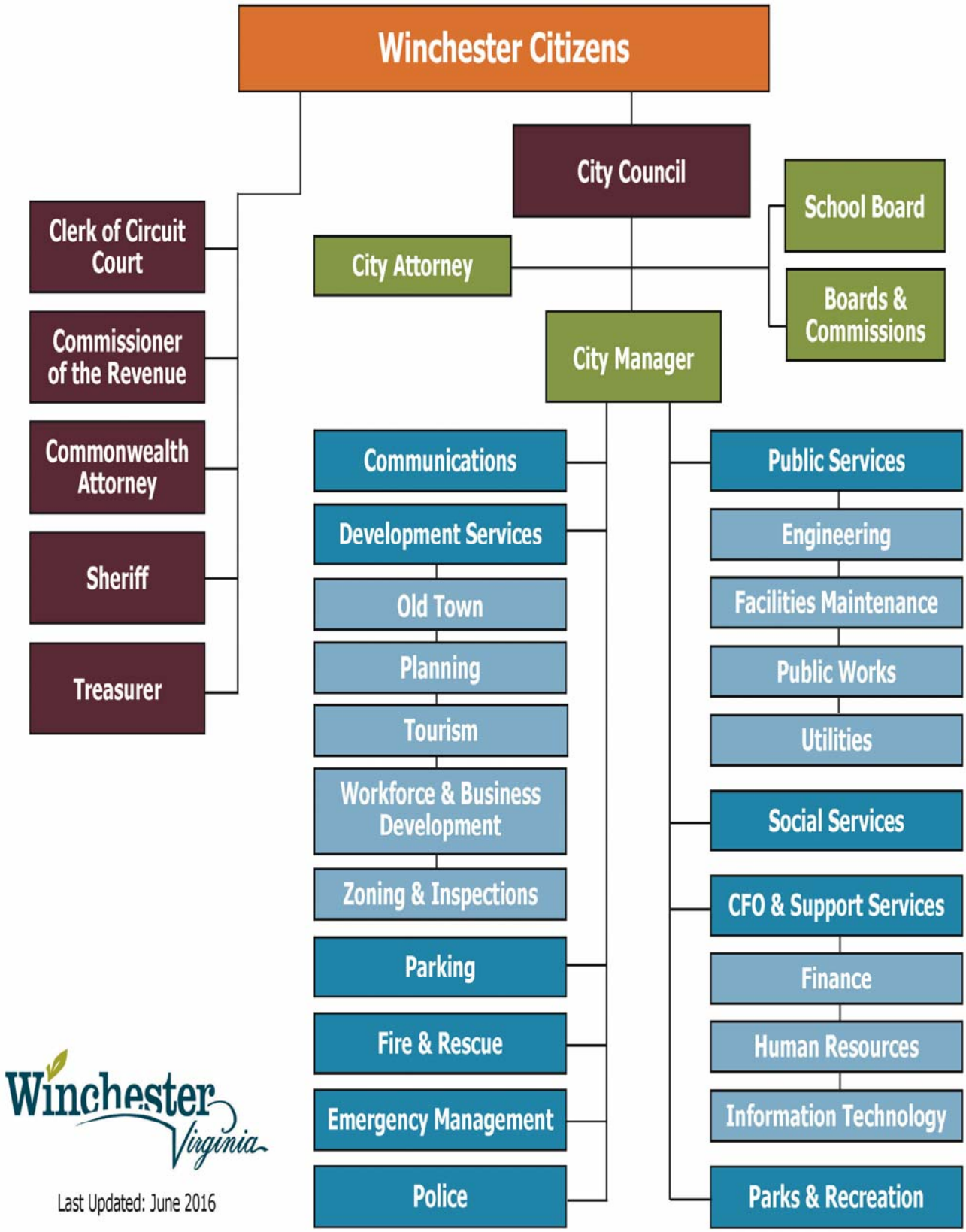
Virginia

For the Fiscal Year Beginning

July 1, 2015

Executive Director

City of Winchester
Organizational Chart



Winchester Virginia
winchesterva.gov

STRATEGIC PLAN 2016 2020 2028

The City of Winchester uses a robust strategic planning process to study and endorse broad issues of organizational direction, propose direct tasks that will be implemented in the City's pursuance of the four strategic plan goals.

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

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

GOAL 1

Encourage sustainable economic growth and partnerships through business and workforce development

GOAL 2

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

GOAL 3

Enhance the quality of life for all Winchester residents

GOAL 4

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

GOAL 1 OBJECTIVES:

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

GOAL 2 OBJECTIVES:

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

GOAL 3 OBJECTIVES:

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

GOAL 4 OBJECTIVES:

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

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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 FY 2017 Budget. The preparation of the annual budget is one of the most important processes undertaken by the City each year. The Budget is the financial plan that provides the resources required to carry out the priority projects identified in the City's Strategic Plan. The 2016-2020 Strategic Plan is the guidebook that provides the direction needed by City staff to develop the FY 2017 budget. For budget planning purposes, the FY 2017 Budget is predicated on the City's four main goals as developed through the strategic planning process:

I. Encourage sustainable economic growth and partnerships through business and workforce development
II. Promote and accelerate revitalization of catalyst and other areas throughout the city
III. Advance the quality of life for all Winchester residents
IV. Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation

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

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

Disciplined Fiscal Policies:

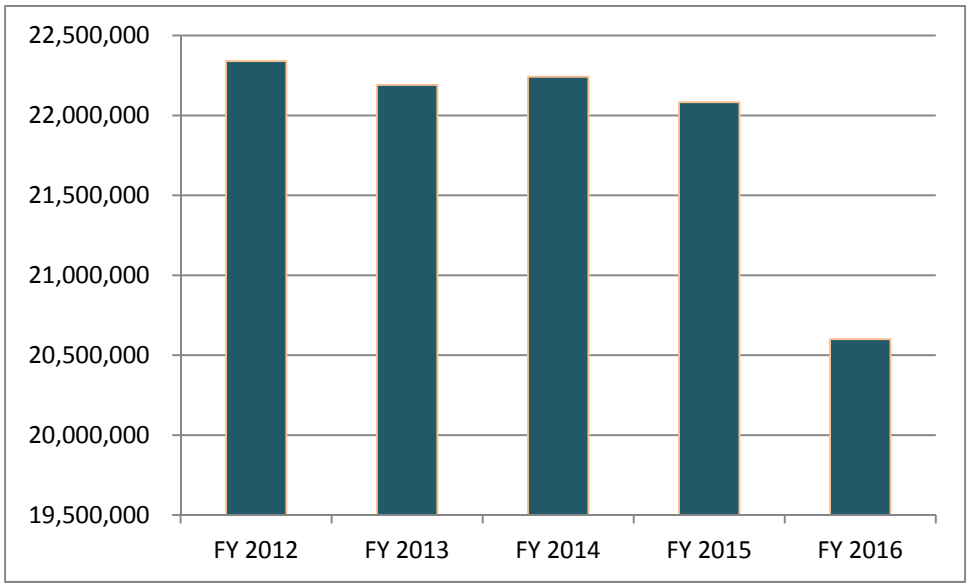
In addition, this budget has been developed with an emphasis placed on adherence to the three principals of sound financial planning:

- Fund Balance Policy
- Debt Policy
- Investment Policy

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

The City's healthy fund balance (projected to be $20.6 million at the end of FY 2016) 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 2012 – FY 2016*



*FY 2016 Projected Fund Balance.

Revenues:

The FY 2017 budget has been developed without any tax increases. We have conservatively estimated revenues and continue to budget expenditures as cautiously as possible. This budget reflects a modest increase in local revenues of $1,543,100 or 1.9%. In recent 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. However, there are a number of indicators that lead us to believe the worst is now behind us. We will continue to monitor local revenues and expenditures throughout the fiscal year.

Core services funding:

The FY 2017 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 effective December 1, 2016
- Performance Bonus Incentive
- 2.0% ($565,000) School Funding Increase

Staffing:

Yet another key component of the budget process was to review all staffing levels with the Council goal to "Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation" in mind. As a result of the staffing analysis, the adopted FY 2017 budget includes fifteen new positions and eliminates eleven positions, including four unfunded positions for a net increase of four positions as follows:

- New – Projects Coordinator – Human Resources
- Eliminated – Assistant HR Director – Human Resources
- Eliminated – Senior HR Analyst – Human Resources
- New – Projects Coordinator – Information Technology
- Eliminated – Webmaster – Information Technology
- New – Assistant Commonwealth Attorney – Commonwealth Attorney
- New – Office Assistant – Zoning & Inspections
- New – Combination Plans Reviewer/Inspector - Inspections
- Eliminated – Code Enforcement Inspector – Inspections
- New - Custodian – Facilities Maintenance
- New – Development Services Director – Development Services
- New – Workforce and Business Development Director – Development Services
- Eliminated – Economic Redevelopment Director – Economic Redevelopment

Staffing - continued:

- New – Public Property Coordinator – Engineering
- Eliminated – Parks Project Coordinator – Parks and Recreation
- Eliminated – Parks Maintenance Coordinator – Parks and Recreation
- Eliminated – Parks Facilities Coordinator – Parks and Recreation
- New – Maintenance Technician II – Parks and Recreation
- New – Maintenance Technician I – Parks and Recreation
- Eliminated – Traffic Division Supervisor – Highway Maintenance
- New – Traffic Crew Supervisor – Highway Maintenance
- New – Human Service Assistant – Social Services
- Eliminated – Utilities Division Manager – Utilities
- Eliminated – Assistant WTP Manager – Utilities
- New – Treatment Services Division Manager – Utilities
- New – Infrastructure and Capital Improvement Division Manager - Utilities

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 2017 budget continues that plan and includes funding for the replacement of the following equipment:

Department	Equipment	Amount
Sheriff	Vehicle	$ 31,000
Police	Vehicles (7)	244,000
Fire & Rescue	Pickup Truck w/plow	43,000
Electoral Board	Voting Machines	100,000
Refuse	Refuse Truck	200,000
Highway Maint	Dump Truck	105,000
Social Services	Van	20,000
Parking Authority	Receipt Printer	2,300
Parking Authority	Power Washer/2 Backpack blowers	1,000
	Total	**$746,300**

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 2016 of $20.6 million. This healthy reserve will allow the City to complete the following adopted projects during FY 2017 by using fund balance:

Project	Amount
Fire Burn Building	$ 250,000
Wentworth Sidewalks	15,000
Entryway Welcome Signs	150,000
Green Circle	200,000
Total CIP Projects funded by Fund Balance	**$ 615,000**

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

Project	Amount
Sidewalks	$ 500,000
Parks Maintenance Building	725,000
Joist Hite Storm Drainage Improvements	125,000
Valley Avenue Sidewalks & Storm Drainage	500,000
Hope Drive Extension	1,000,000
Buildings and Renovations	4,500,000
Total CIP Projects funded by New Bond Proceeds	**$ 7,350,000**

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

- Equipment requests $ 1,250,100
- Personnel requests 843,300
- Outside Agency requests 117,200
- Department operating requests 382,050
- Information Technology requests 960,333
- Capital requests 385,000

Total Unfunded Requests $ 3,937,983 or 4.7% of budget

Issues for the future:

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

- Constitutional offices and Courts
- Regional jails and detention centers
- K-12 education

Issues for the future - continued:

- Comprehensive Services Act
- Social Services
- Benefits and insurance for employees
- Transportation

In addition, unfunded mandates continue to be a factor that the City must address in the annual budget including:

Unfunded Mandates	Amount
Joint Judicial Center – New Court Room and Judges	$ 653,480
Support for Constitutional Officers	143,332
SPCA	120,000
Storm Water Engineer, Consulting and Mapping System Survey	152,653
Voting Machines	100,000
State Responsible Inmates	540,554
Winchester-Frederick Metropolitan Planning Organization	27,500
Comprehensive Plan Update	15,000
General Relief (Burial)	20,000
Total FY 2017 Unfunded Mandates	**$ 1,772,519**

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

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 2017 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. Encourage sustainable economic growth and partnerships through business and workforce development.
2. Promote and accelerate revitalization of catalyst and other areas throughout the city.
3. Advance the quality of life for all Winchester residents.
4. Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation.

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.

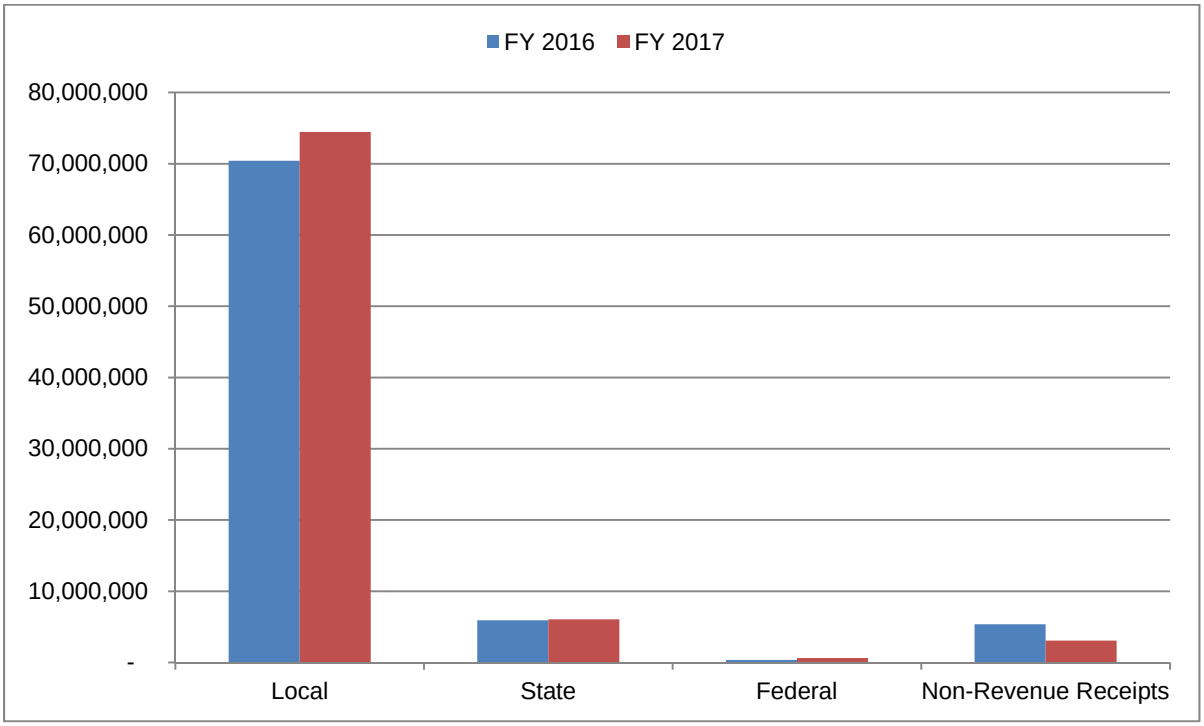
Revenue

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.

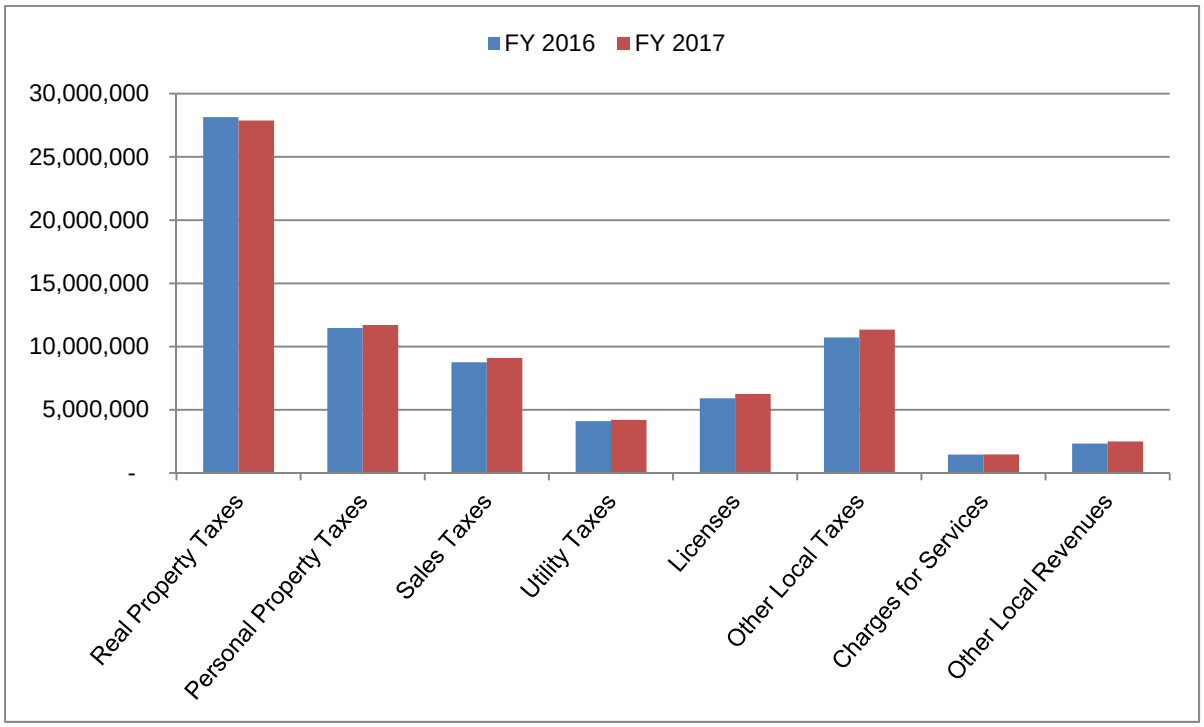
General Fund Revenues:

General Fund estimated revenues total $84,200,000, an increase of $1,085,000 from the FY 2016 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.

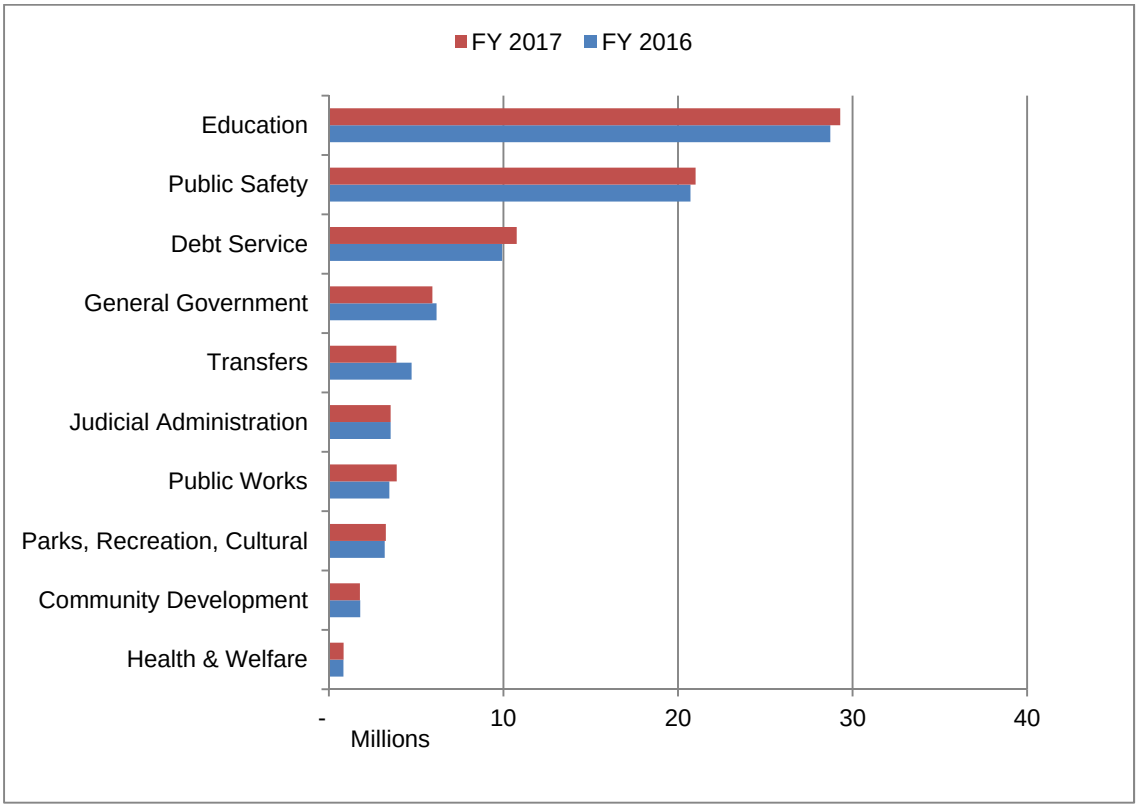
General Fund Revenues by Source FY17 vs. FY16



General Fund Local Revenues by Source FY17 vs. FY16



General Fund Use of Funds FY 2017 vs. FY 2016



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

	Increased Revenue Budget Compared with FY16 Adopted
A. <u>Local Taxes</u>	**$1,368,800**

Local taxes are the largest category of revenues for the City. Local taxes comprise 88.4% of all FY 2017 General Fund revenues. The local tax category is expected to increase approximately 2.0% compared to the adopted estimate for FY 2016. 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 – $0** - The real estate tax is the single largest source of revenues for the City of Winchester. Real property taxes are expected to remain the same as the FY 2016 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 2017, the rate at which taxes on real property are assessed is $0.91 per $100 of assessed value which is the same as FY 2016.

2. **Personal Property Tax – $200,000** – Personal Property taxes are expected to increase 2.2% over the FY 2016 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 – $343,000** – Sales tax is expected to increase 3.9% over the FY 2016 adopted revenue budget.

4. **Business License Tax - $323,000** – The business license tax revenue is expected to increase 5.5% over the FY 2016 adopted revenue budget. The business license revenue increase is a good indicator that the local economy is strong and growing.

5. **Bank Franchise Fee** - **$120,000** – Bank franchise fees expected to increase 21.3% over the FY 2016 adopted revenue budget due to a strong banking presence in the City.

6. **Cigarette Tax** – **($172,600)** – Cigarette tax expected to decrease 21.2% from the FY 2017 adopted revenue budget. The decrease is mainly contributed to a major retailer of cigarettes within the City who per company policy no longer sells cigarettes in their stores.

7. **Meals Tax - $500,000** - 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 6.9% over the FY 2016 revenue budget.

B. <u>Charges for Services/Miscellaneous</u> $174,300

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 – $107,500** – This category of revenue is comprised mainly of inspection fees and permits related to the construction industry.

2. **Charges for Services – $7,800** – This category of revenue consists of fees for services, such as fire inspection, false alarm, and parks and recreation fees.

3. **Recovered Cost/Miscellaneous – $69,000** – Revenues in this category include interest earned on investments, and recovered costs such as landfill recycling. The increase in this category is mainly due to the cost recovery from the Joint Judicial Center renovation project debt sharing with Frederick County.

C. <u>Intergovernmental Revenue</u> $(99,500)

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 8.0% of the total General Fund revenue budget. The FY 2017 revenue estimate is projected to decrease 1.5% from the FY 2016 adopted budget. The major categories of intergovernmental revenue are discussed as follows:

1. **Non-Categorical Aid – $40,000** – 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 – $11,000** – 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.

3. **Other Categorical Aid – ($150,500)** – This category of revenue consists of State 599 police funds and Federal grants funding. The decrease in revenue in this category is due to one-time funding in FY 2017 for an Assistance to Firefighters grant to purchase first responder safety equipment.

Special Revenue Fund Revenues

1. **Human Services Fund –** Estimated revenues for the Human Services Fund total $7,300,000. Revenues are mainly comprised of state revenues of $2,728,113, federal revenues of $2,297,442 and General Fund support of $2,233,445.

2. **Highway Maintenance Fund –** Estimated revenues of the Highway Maintenance Fund total $4,051,000. Revenues are mainly comprised of state revenues of $3,439,400 and General Fund supplement of $605,000. The General Fund supplement will fund $500,000 for paving and $105,000 for equipment replacement.

3. **Transit Fund –** Estimated revenues of the Transit Fund total $1,015,000. Revenues are comprised of $87,300 charges for services, $169,000 state revenues, $492,000 federal revenues, and $266,700 of General Fund support.

4. **Emergency Medical Services Fund (EMS) –** Estimated revenues of the EMS Fund total $1,067,000. 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 $340,000 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 $1,232,000 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 $15,640,000. 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 $21,735,000. 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 $1,500,000. 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 Expenditures

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

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

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

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

OPERATING FUNDS STRUCTURE

Governmental Funds
General Fund

COMMUNITY DEVELOPMENT
- Planning
- Community Development Block Grant
- Zoning Department
- Economic Redevelopment
- Old Town Winchester
- GIS—Mapping

HEALTH & WELFARE
- Property Tax Relief

PARKS, RECREATION & CULTURE
- Parks & Recreation
- Apple Blossom Festival

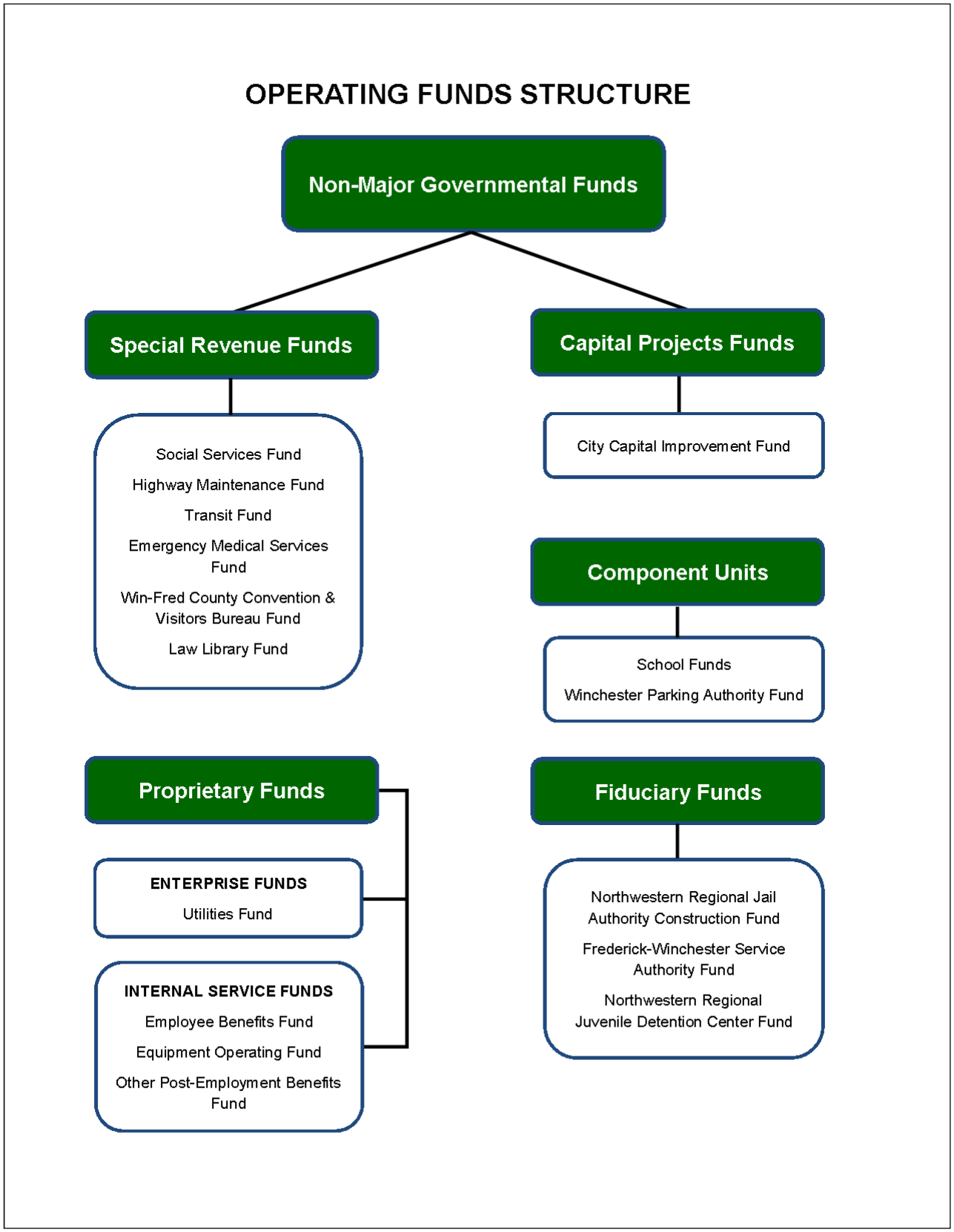
JUDICIAL ADMINISTRATION
- Circuit Court
- General District Court
- Juvenile & Domestic Relations Court
- Clerk of the Circuit Court
- City Sheriff
- Courthouse Security
- Juror Services
- Commonwealth's Attorney
- Victim Witness Program

PUBLIC SAFETY
- Police Department
- Fire & Rescue Department
- Juvenile Probation
- Inspections

GENERAL GOVERNMENT ADMINISTRATION
- City Manager
- City Attorney
- Independent Auditor
- Human Resources
- Commissioner of the Revenue
- Treasurer
- Finance
- Information Technology
- Electoral Board
- Voter Registrar

NON-DEPARTMENTAL
- Other
- Outside Agencies
- Regional Agencies
- Transfers
- Debt

PUBLIC WORKS
- Streets
- Storm Drainage
- Loudoun Mall
- Refuse & Recycling
- Facilities Maintenance


OPERATING FUNDS STRUCTURE
Non-Major Governmental Funds
Special Revenue Funds
Social Services Fund
Highway Maintenance Fund
Transit Fund
Emergency Medical Services Fund
Win-Fred County Convention & Visitors Bureau Fund
Law Library Fund
Capital Projects Funds
City Capital Improvement Fund
Component Units
School Funds
Winchester Parking Authority Fund
Proprietary Funds
ENTERPRISE FUNDS
Utilities Fund
INTERNAL SERVICE FUNDS
Employee Benefits Fund
Equipment Operating Fund
Other Post-Employment Benefits Fund
Fiduciary Funds
Northwestern Regional Jail Authority Construction Fund
Frederick-Winchester Service Authority Fund
Northwestern Regional Juvenile Detention Center Fund

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 out-sources the appraisal process to ensure a fair and equitable process. Property is re-assessed every two years.

3. The City adopts a policy of aggressive tax collection and uses all legal authority to collect these taxes.

C. **Debt Management Policies**

1. The City incorporates all debt service policies into our financial planning model to ensure all payments will be made, and by what funding source.

2. The City will not use long term debt to finance current operations.

3. The City will evaluate all possible ways to incur necessary debt and choose the best method for the issue in question, including but not limited to the State Literary funds, VML/VACo programs, Virginia Resources Authority, and the Virginia Public School Authority.

4. The City must maintain net debt as a percentage of assessed value targeted at less than 3.5% with a maximum level at 4%. Net debt is General Obligation debt and capital lease obligation exclusive of debt or leases payable from Enterprise funds.

5. General Obligation debt service and capital lease payments as a percentage of total governmental fund expenditures shall be targeted at less than 12.5%, with a maximum level of 15%.

D. **Capital Policies**

1. The City develops a five-year Capital Improvement Program which is updated every year.

2. The City will make all capital improvements in accordance with an adopted capital improvement program, excluding emergency situations.

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 2017 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 2017

OPERATING BUDGET	
Date	***Activity***
November 9, 2015	Budget kickoff meeting and distribution of instructions and forms (Finance)
November 9, 2015	Distribute Payroll Projection Reports (Finance)
November 12-13, 2015	Sungard budget entry training for departments as needed (Finance)
November 13, 2015	Distribute contribution request packages to agencies (Finance)
December 31, 2015	Submit personnel budget worksheets to Finance (Departments)
December 31, 2015	Deadline for agencies to submit contribution requests (Finance)
December 31, 2015	Complete operating budget entry (all operating departments/divisions)
December 31, 2015	Submit Five-Year Equipment Replacement forms to Finance (all operating departments/divisions)
December 31, 2015	Submit ITP forms to Information Technology (all operating departments/divisions)
January 2015	Complete revenue projection entry (depts/divisions with fund responsibility)
February 2016	Finance submits budget to City Manager
February 2016	City Manager reviews budgets with Department Directors and Constitutional Officers
April 2016	City Manager submits budgets to City Council
May 2016	Final budget revisions from City Council
May 2016	Advertisement submitted to newspaper for final budget hearing (Finance)
May 24, 2016	Council adopts budget and CIP
July 2016	Budget & CIP printed & distributed (Finance)
CAPITAL IMPROVEMENT PROGRAM	
December 31, 2015	Submit Five-Year Capital Improvement Program (CIP) forms to Finance (Departments)
February 2016	City Manager reviews CIP
April 2016	City Manager submits CIP to City Council
May 2016	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.

City-wide staffing changes and authorizations from FY 2015 to FY 2017 are shown in the following table. There were 23 new position requests from staff for the FY 2017 budget, 15 new positions were approved and eleven positions were eliminated. As was the case in FY 2017, a position may exist but not be funded; this budget includes two unfunded positions. Unfunded but authorized positions are listed in the comments column.

FY 2017 Summary of Classified Employee Authorizations and Changes						
Div #	**Department**	**FY 2015 Positions Authorized**	**FY 2016 Positions Authorized**	**FY 2017 Positions Authorized**	**Change**	**Comments**
General Fund						
1102	Clerk of Council	0.50	0.50	0.50	None	1 FT shared with 1211
1211	City Manager	2.50	3.50	3.50	None	1 FT shared with 1102
1221	City Attorney	3.00	3.00	3.00	None	1 FT position unfunded
1226	Human Resources	4.50	6.00	5.00	Reduced 1 FT position	Eliminated unfunded position
1231	Commissioner of the Revenue	8.00	8.00	8.00	None	Requested 1 position (not approved)
1241	Treasurer	6.00	6.00	6.00	None	
1243	Finance	7.50	6.00	6.00	None	
1251	IT	8.00	8.00	8.00	None	
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	15.00	15.00	None	Requested 2 positions (not approved)
2173	Courthouse Security	1.00	1.00	2.00	Moved 1FT position from 4322	
2211	Comm Attorney	14.00	14.00	15.00	Added 1 FT position	Requested 1 position
2223	Victim Witness	2.00	2.00	2.00	None	
3111	Police	87.00	87.00	87.00	None	
3211	Fire & Rescue	61.00	62.00	62.00	None	
3421	Inspections	7.50	7.50	7.50	None	1 unfunded position funded
3521	Animal Control	2.00	2.00	2.00	None	
3551	Emergency Services	1.00	2.00	2.00	None	

FY 2017 Summary of Classified Employee Authorizations and Changes						
Div #	Department	FY 2015 Positions Authorized	FY 2016 Positions Authorized	FY 2017 Positions Authorized	Change	Comments
General Fund - continued						
3572	ECC	15.00	15.00	15.00	None	1 unfunded position, requested 2 positions (not approved)
4121	Streets	-	-	1.00	Added 1 FT position	
4131	Storm Drainage	-	1.00	1.00	None	
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	3.00	Moved 1 FT position to 2173	
4324	Facilities Maint	9.00	11.00	12.00	Added 1 FT position	Requested 2 positions - 1 approved
7111	P&R Supervision	6.50	6.00	5.00	Reduced 1 FT position	
7121	P&R Maintenance	11.00	11.00	11.00	None	Added 2 new position and eliminated 2 unfunded positions
7133	P&R Indoor Pool	2.00	2.00	2.00	None	
7137	P&R After School	3.00	3.00	3.00	None	
7138	P&R Athletics	2.00	2.00	2.00	None	
8111	Planning	2.50	2.50	3.00	Added .5 FT position	1 FT shared with 3421
8141	Zoning	2.00	2.00	2.50	Added .5 FT position	1 FT shared with 8111
8151	Development Services	2.50	2.00	3.00	Added 1 FT position	
8171	OTDB	1.50	2.00	2.00	None	
8181	GIS	1.00	1.00	1.00	None	
Total General Fund		***320.00***	***328.50***	***331.50***		
Social Services						
5311	Welfare Administration	42.00	42.00	43.00	Added 1 FT position	Part-time to full-time
5327	Housing Assistance	2.00	2.00	2.00	None	
Total Social Services		***44.00***	***44.00***	***45.00***		

FY 2017 Summary of Classified Employee Authorizations and Changes						
Div #	Department	FY 2015 Positions Authorized	FY 2016 Positions Authorized	FY 2017 Positions Authorized	Change	Comments
Highway Maintenance						
4111	Administration	3.00	3.00	3.00	None	
4121	Streets	13.00	13.00	13.00	None	
4133	Snow & Ice	1.00	1.00	1.00	None	
4142	Traffic	5.00	5.00	5.00	None	
4151	Arborist	2.00	2.00	2.00	None	
Total Highway Maintenance		***24.00***	***24.00***	***24.00***		
Transit Fund						
4611	Fixed Route	9.00	9.00	9.00	None	
4612	Paratransit	3.00	3.00	3.00	None	
Total Transit		***12.00***	***12.00***	***12.00***		
Emergency Medical Services Fund						
3231	EMS	9.00	10.00	10.00	None	
Total EMS		***9.00***	***10.00***	***10.00***		
Win-Fred CVB Fund						
8153	Tourism	1.50	2.00	2.00	None	
Total WFCVB		***1.50***	***2.00***	***2.00***		
Winchester Parking Authority						
4701	Parking	5.00	5.00	5.00	None	
4706	Parking Control	1.00	1.00	1.00	None	
Total WPA		***6.00***	***6.00***	***6.00***		
Utilities Fund						
4801	Administration	5.50	5.50	5.00	Reduced 0.5 FT position	
4802	Source of Supply	12.00	12.00	12.00	None	1 FT position shared with 4811
4803	Transmission	18.00	18.00	18.00	None	
4810	Engineering	5.00	5.00	5.00	None	
Total Utilities		***40.50***	***40.50***	***40.00***		
Employee Benefits Fund						
1227	Payroll & Benefits	1.00	0.00	0.00	None	
Total Employee Benefits		***1.00***	***-***	***-***		

FY 2017 Summary of Classified Employee Authorizations and Changes						
Div #	**Department**	**FY 2015 Positions Authorized**	**FY 2016 Positions Authorized**	**FY 2017 Positions Authorized**	**Change**	**Comments**
Equipment Fund						
1252	Automotive	5.00	6.00	6.00	None	
Total Equipment Fund		***5.00***	***6.00***	***6.00***		
Frederick-Winchester Service Authority						
4811	FWSA	22.00	25.00	25.50	Added 0.5 FT position shared with 4802	3 positions added mid-year FY16
4812	FWSA	2.00	2.00	2.00	None	
Total FWSA		***24.00***	***27.00***	***27.50***		
Juvenile Detention Center Fund						
3323	Juvenile Detention	35.00	35.00	35.00	None	
Total JDC		***35.00***	***35.00***	***35.00***		
Total All Funds		**522.00**	**535.0**	**539.0**		

Community Profile

City Government

Date of Incorporation	1744
Date of City Charter	1752
Form of Government	Council—Manager
City Employees – Dec. 2015	593

Physiographic

Land Area – Square Miles	9.3 sq. miles
Paved – Lane Miles	223.3 miles
Sidewalks	116.2 miles

Utilities

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

Largest Private Employers (2015)

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

Taxes

Real Estate Tax Rate

CY 2016:	$0.91
CY 2015:	$0.91

Personal Property Tax Rate

FY 2016:	$4.50
FY 2015:	$4.50

City Finances – Bond Rating

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

Population

2014 (est.)	27,284
2000 U.S. Census	23,585
1990 U.S. Census	21,947

Population Percent Change (2010-2015)

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. 2015**	**Dec. 2014**
City of Winchester	4.1%	4.3%
Virginia	4.2%	4.5%
United States	5.0%	5.4%

Median Household Income	**2014**
Winchester	$44,731
Virginia	$64,792

Housing Units

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

Average Household Size

2014	2.44
2000 U.S. Census	2.28

City of Winchester Employment by Industry

The largest major industry sector was Health Care and Social Assistance with 26% of the employment followed by Retail Trade with 17%, Accommodation and Food Services with 10.0% and Education Services with 10.0%. The following is a listing of major industries and the number of employed in those sectors for the 3rd quarter of 2015 in the City of Winchester.

Industry Group	Employees
Health Care and Social Assistance	6,404
Retail Trade	4,195
Accommodation and Food Services	2,749
Government	2,566
Manufacturing	1,749
Administrative and Support and Waste Management	1,151
Educational Services	1,046
Management of Companies and Enterprises	915
Professional, Scientific, and Technical Service	871
Other Services (except Public Administration)	649
Finance and Insurance	590
Wholesale Trade	468
Real Estate and Rental and Leasing	428
Construction	313
Transportation and Warehousing	293
Arts, Entertainment, and Recreation	244
Information	200

Source: Virginia Employment Commission

Economic Condition and Outlook

Winchester's economy continues to display stable of improvement since the recession. Building from this ongoing growth, unemployment dropped 0.7% 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 54,240 which allow the Winchester MSA no longer to be considered to be in the "recovery" phase.

Furthermore, employment in the health care and social assistance field has continued to show moderate growth in Winchester over the year ending in September 2015. This employment sector, which counts for more than 10% of the region's total employment, has displayed continued expanded for consecutive years.

Also, employment in the accommodation and food service industry displayed slight growth in the Winchester metro area. Employment growth in this sector is in correlation with Winchester's continued focus on tourism and unique restaurant/food attractions in the community.

Winchester's 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 health care and social assistance sector displays our prominence as the professional medical hub of the Northern Shenandoah Valley region. Further, it is an indicator of Winchester's overall environment and provides evidence that the community will continue its economic growth and advancement into the future.

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	School Funds
Revenues					
General Property Taxes	39,581,800				
Other Local Taxes	30,907,000				
Permits, privilege fees	366,900				
Fines & forfeitures	133,000			75,000	
Use of money & property	220,000	8,600			90,050
Charges for services	1,470,800	1,202,300		1,157,000	2,757,454
Miscellaneous	984,000	190,000			474,950
Recovered costs	799,000		680,000		91,134
Intergovernmental					
Commonwealth	6,121,100	6,336,513	5,780,000		23,360,040
Federal	631,000	2,789,442	50,000		4,650,133
Sale of Bonds			7,350,000		
Transfers In	1,600,000	3,255,145	615,000		33,144,121
Fund Balance	1,385,400	41,000	1,165,000		817,000
Total revenues	**84,200,000**	**13,823,000**	**15,640,000**	**1,232,000**	**65,384,882**
Expenditures					
General government administration	5,933,195				
Judicial administration	3,543,700	50,000			
Public safety	21,005,090	1,067,000	700,000	56,400	
Public works	3,887,400	5,066,000	13,815,000	596,100	
Health & Welfare	849,096	7,300,000			
Education	29,294,292				65,384,882
Parks, recreation, and culture	3,269,820		1,125,000		
Community development	1,783,162	340,000			
Nondepartmental					
Transfers Out	3,870,145				
Debt service	10,764,100			579,500	
Total expenditures	**84,200,000**	**13,823,000**	**15,640,000**	**1,232,000**	**65,384,882**

Revenue & Expenditure Summary by Fund

Enterprise Funds	Internal Service Funds	Fiduciary Funds	Total All Funds	Transfers Other Funds	Grand Total Less Transfers
			39,581,800		39,581,800
			30,907,000		30,907,000
			366,900		366,900
			208,000		208,000
2,000	5,000	8,000	333,650		333,650
21,461,000	480,000	7,742,698	36,271,252		36,271,252
2,000			1,650,950		1,650,950
	1,950,000	51,000	3,571,134		3,571,134
		824,302	42,421,955		42,421,955
270,000		18,000	8,408,575		8,408,575
6,250,000			13,600,000		13,600,000
			38,614,266	(38,614,266)	
	683,000		4,091,400		4,091,400
27,985,000	**3,118,000**	**8,644,000**	**220,026,882**	**(38,614,266)**	**181,412,616**
	1,138,000		7,071,195		7,071,195
			3,593,700		3,593,700
		2,790,000	25,618,490		25,618,490
17,642,300	1,500,000	4,633,000	47,139,800	(3,086,700)	44,053,100
			8,149,096	(2,233,445)	5,915,651
			94,679,174	(33,144,121)	61,535,053
			4,394,820		4,394,820
			2,123,162	(150,000)	1,973,162
	480,000		480,000		480,000
			3,870,145		3,870,145
10,342,700		1,221,000	22,907,300		22,907,300
27,985,000	**3,118,000**	**8,644,000**	**220,026,882**	**(38,614,266)**	**181,412,616**

General Fund

General Fund	Actual FY 2013	Actual FY 2014	Actual FY 2015	Projected FY 2016	Budget FY 2017
Revenues					
General Property Taxes	36,115,434	37,746,991	38,656,805	38,630,000	39,581,800
Other Local Taxes	27,065,285	27,493,553	30,341,154	30,507,000	30,907,000
Permits, privilege fees	285,746	300,089	409,233	400,000	366,900
Fines & forfeitures	161,403	149,170	135,749	120,000	133,000
Revenues from use of money & property	209,726	179,791	194,755	200,000	220,000
Charges for services	848,669	813,950	1,209,141	1,400,000	1,470,800
Miscellaneous	870,764	1,087,800	1,091,084	1,000,000	984,000
Recovered costs	723,167	550,051	538,841	550,000	799,000
Intergovernmental					
Commonwealth	6,048,902	6,017,840	6,121,951	5,550,000	6,121,100
Federal	877,930	562,862	394,033	475,000	631,000
Total revenues	73,207,026	74,902,097	79,092,746	78,832,000	81,214,600
Expenditures					
General government administration	4,607,388	5,046,842	5,489,981	6,034,899	5,933,195
Judicial administration	3,063,621	3,164,598	3,255,524	3,537,600	3,543,700
Public safety	17,809,779	18,350,346	19,152,246	20,710,980	21,005,090
Public works	3,054,748	4,092,222	3,625,708	3,465,400	3,887,400
Health & Welfare	1,031,826	901,530	859,410	836,053	849,096
Education	26,706,238	45,697,366	27,576,745	28,725,590	29,294,292
Parks, recreation, and culture	3,393,047	3,232,432	3,326,141	3,189,570	3,269,820
Community development	3,279,872	1,566,564	1,475,733	1,495,608	1,783,162
Debt service	9,464,854	9,903,968	10,305,297	9,924,800	10,764,100
Total expenditures	72,411,373	91,955,868	75,066,785	77,920,500	80,329,855
Excess (deficiency) of revenues over (under) expenditures	795,653	(17,053,771)	4,025,961	911,500	884,745
Other Financing Sources (Uses)					
Sale of property	-	-	-	-	-
Insurance recoveries	47,216	33,437	16,349	105,000	-
Proceeds from bond issuance	27,963,072	18,701,837	11,255,180	-	-
Proceeds from premium on bond issuance	-	1,481,730	1,309,592	-	-
Issuance of refunding debt	(26,730,493)	-	(12,373,771)	-	-
Transfers in	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
Transfers out	(3,824,575)	(4,712,546)	(5,992,391)	(4,120,500)	(3,870,145)
Total other financing sources & uses	(944,780)	17,104,458	(4,185,041)	(2,415,500)	(2,270,145)
Net change in fund balances	(149,127)	50,687	(159,080)	(1,504,000)	(1,385,400)
Beginning fund balance	22,339,898	22,190,771	22,241,458	22,082,378	20,578,378
Ending fund balance	**22,190,771**	**22,241,458**	**22,082,378**	**20,578,378**	**19,192,978**
Percent Change	**-0.7%**	**0.2%**	**-0.7%**	**-6.8%**	**-6.7%**

The General Fund is projected to use $1.3 million of fund balance in FY2017 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.

Non-Major Governmental Funds

Non-major Governmental Funds	Actual FY 2013	Actual FY 2014	Actual FY 2015	Projected FY 2016	Budget FY 2017
Revenues					
Revenues from use of money & property	9,500	14,234	17,338	8,600	8,600
Charges for services	1,103,282	1,197,936	1,256,131	1,202,300	1,202,300
Miscellaneous	174,018	44,786	36,176	40,000	40,000
Recovered costs	2,895	62,524	93,869	715,000	680,000
Intergovernmental					
Frederick County		100,500	232,760	100,500	150,000
Commonwealth	5,749,662	6,289,018	7,120,593	11,401,374	12,116,513
Federal	3,212,344	2,741,738	3,269,887	3,907,876	2,839,442
Total revenues	10,251,701	10,450,736	12,026,754	17,375,650	17,036,855
Expenditures					
Judicial administration	35,451	37,164	33,141	35,000	50,000
Public safety	1,212,181	1,594,136	2,310,680	999,000	1,767,000
Public works	7,160,290	9,919,727	8,824,684	13,585,000	18,881,000
Health & Welfare	6,224,197	5,978,613	6,662,652	7,329,000	7,300,000
Parks, recreation, and culture	303,896	223,500	381,853	885,000	1,125,000
Community development	274,193	242,426	1,054,196	280,000	340,000
Total expenditures	15,210,208	17,995,566	19,267,206	23,113,000	29,463,000
Excess (deficiency) of revenues over (under) expenditures	(4,958,507)	(7,544,830)	(7,240,452)	(5,737,350)	(12,426,145)
Other Financing Sources (Uses)					
Proceeds from bond issuance	-	5,563,163	-	7,000,000	7,350,000
Premium on bond issuance	-	444,518	-	-	-
Transfers in	4,094,575	4,712,546	5,992,391	3,915,500	3,870,145
Transfers out	-	-	-	(1,000,000)	-
Total other financing sources & uses	4,094,575	10,720,227	5,992,391	9,915,500	11,220,145
Net change in fund balances	(863,932)	3,175,397	(1,248,061)	4,178,150	(1,206,000)
Beginning fund balance	3,362,645	2,498,713	5,674,110	4,426,049	8,604,199
Ending fund balance	**2,498,713**	**5,674,110**	**4,426,049**	**8,604,199**	**7,398,199**
Percent Change	**-25.7%**	**127.1%**	**-22.0%**	**94.4%**	**-14.0%**

Internal Service Funds

Internal Service Funds	Actual FY 2013	Actual FY 2014	Actual FY 2015	Projected FY 2016	Budget FY 2017
Operating Revenues					
Charges for services	6,394,193	2,654,566	2,369,641	2,415,000	2,430,000
Total operating revenues	6,394,193	2,654,566	2,369,641	2,415,000	2,430,000
Operating Expenses					
Personal services	791,325	901,719	748,068	850,000	1,353,800
Contractual services	156,094	200,037	243,559	193,000	224,000
Other supplies and expenses	846,988	931,976	784,977	940,900	935,200
Insurance claims and expenses	4,167,568	428,158	456,322	475,000	605,000
Depreciation	1,525	3,910	4,892	5,000	-
Total operating expenses	5,963,500	2,465,800	2,237,818	2,463,900	3,118,000
Excess (deficiency) of revenues over (under) expenditures	430,693	188,766	131,823	(48,900)	(688,000)
Nonoperating revenues (expenses)					
Investment earnings	9,727	5,180	5,755	6,000	5,000
Loss on disposal of capital assets	-	-	-	-	-
Total nonoperating revenues (expenses)	9,727	5,180	5,755	6,000	5,000
Income (Loss) before transfers & contributions	440,420	193,946	137,578	(42,900)	(683,000)
Transfers in	-	-	-		
Change in net assets	440,420	193,946	137,578	(42,900)	(683,000)
Beginning net assets	1,540,888	1,981,308	2,175,254	2,312,832	2,269,932
Ending net assets	**1,981,308**	**2,175,254**	**2,312,832**	**2,269,932**	**1,586,932**
Percent Change	**28.6%**	**9.8%**	**6.3%**	**-1.9%**	**-30.1%**

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

Enterprise Funds

Enterprise Funds	Actual FY 2013	Actual FY 2014	Actual FY 2015	Projected FY 2016	Budget FY 2017
Operating Revenues					
Revenues from use of property	4,104	4,830	4,200	4,750	-
Charges for services	18,219,984	20,653,445	21,376,551	21,500,000	21,461,000
Miscellaneous	5,825	6,694	2,858	5,000	2,000
Recovered costs	4,187,155	4,156,472	4,305,950	4,200,000	4,633,000
Total operating revenues	22,417,068	24,821,441	25,689,559	25,709,750	26,096,000
Operating Expenses					
Personal services	3,934,765	5,251,835	4,115,944	2,821,300	4,619,100
Contractual services	4,869,417	4,443,790	4,865,207	5,073,300	5,097,900
Other supplies and expenses	4,055,844	3,903,127	4,345,603	5,748,300	5,748,300
Depreciation	3,991,475	4,235,354	4,250,079	4,000,000	4,100,000
Total operating expenses	16,851,501	17,834,106	17,576,833	17,642,900	19,565,300
Excess (deficiency) of revenues over (under) expenditures	5,565,567	6,987,335	8,112,726	8,066,850	6,530,700
Nonoperating revenues (expenses)					
Investment earnings	20,577	426	1,833	2,000	2,000
Interest and fiscal charges	(4,970,687)	(4,020,190)	(3,894,036)	(3,865,500)	(3,658,700)
Loss on disposal of capital assets	(317,668)	-	-	-	-
Total nonoperating revenues (expenses)	(5,267,778)	(4,019,764)	(3,892,203)	(3,863,500)	(3,656,700)
Income (Loss) before transfers & contributions	297,789	2,967,571	4,220,523	4,203,350	2,874,000
Capital contributions	2,809,805	1,400,500	1,237,760	-	-
Transfers out	(1,870,000)	(1,600,000)	(1,600,000)	(1,600,000)	(1,600,000)
Change in net assets	1,237,594	2,768,071	3,858,283	2,603,350	1,274,000
Total net position - beginning	47,883,606	49,121,200	51,889,271	55,747,554	58,350,904
Total net position - ending	**49,121,200**	**51,889,271**	**55,747,554**	**58,350,904**	**59,624,904**
Percent Change	**2.6%**	**5.6%**	**7.4%**	**4.7%**	**2.2%**

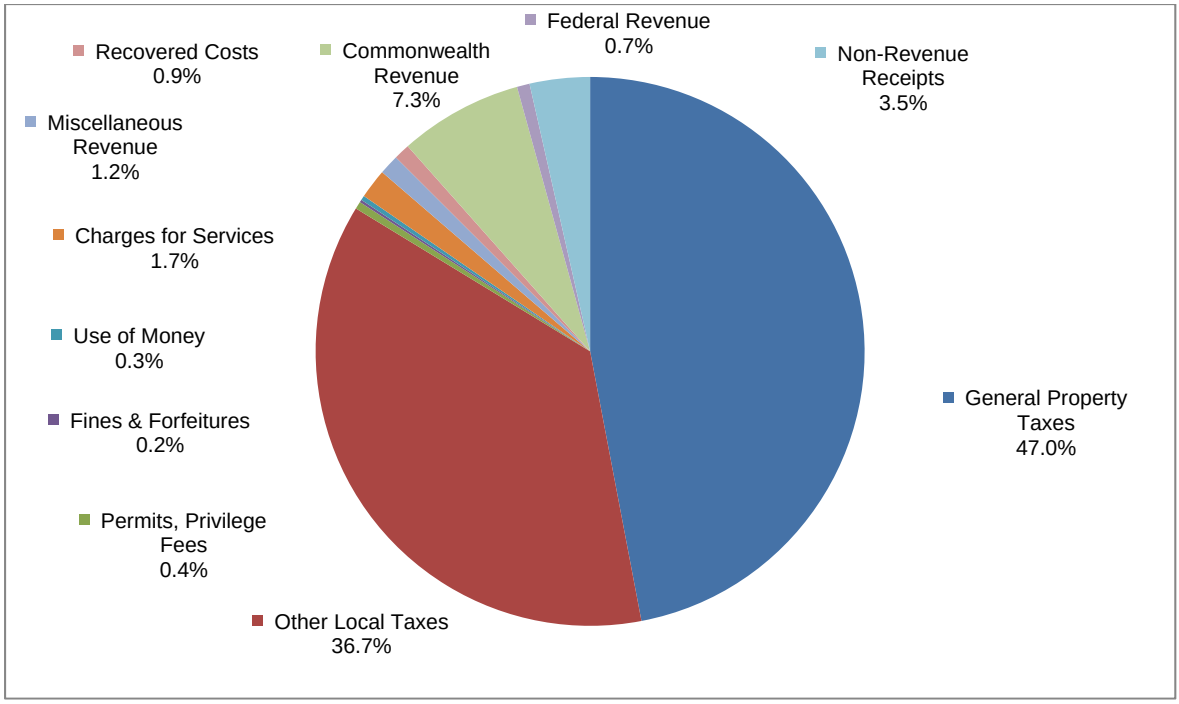
General Fund

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:

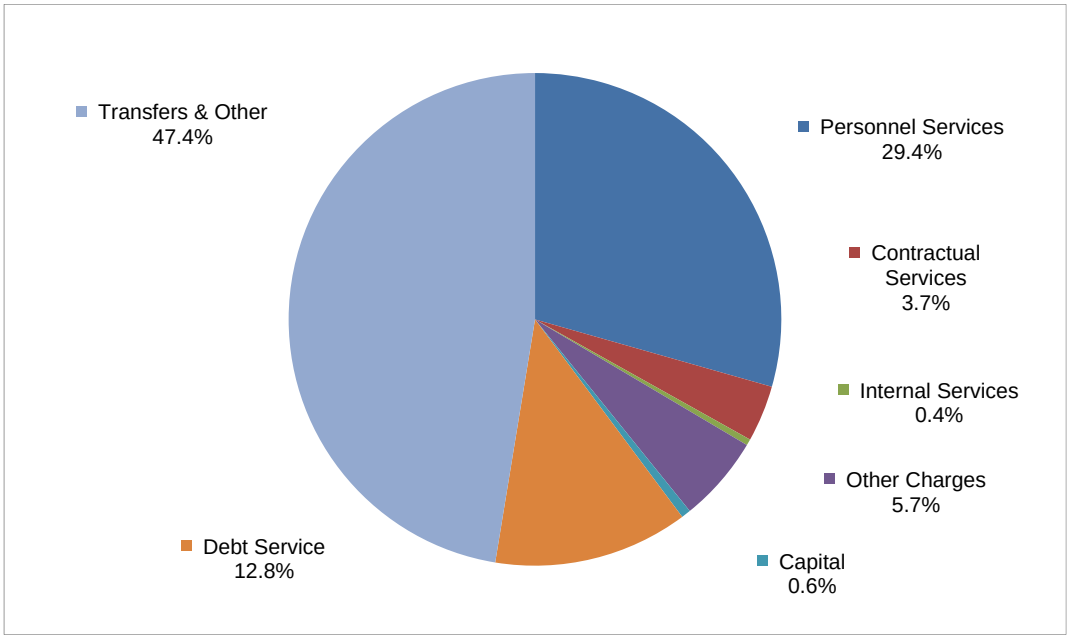
Revenue Sources	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
General Property Taxes	37,746,990	38,656,805	39,617,000	39,581,800	(35,200)
Other Local Taxes	27,493,555	30,341,154	29,503,000	30,907,000	1,404,000
Permits, Privilege Fees	300,089	409,233	259,400	366,900	107,500
Fines & Forfeitures	149,170	135,749	153,000	133,000	(20,000)
Use of Money	179,791	194,755	210,000	220,000	10,000
Charges for Services	813,949	1,209,141	1,463,000	1,470,800	7,800
Miscellaneous Revenue	1,087,799	1,091,084	1,020,500	984,000	(36,500)
Recovered Costs	549,800	538,841	693,500	799,000	105,500
Commonwealth Revenue	6,012,376	6,121,951	6,076,200	6,121,100	44,900
Federal Revenue	568,326	394,033	775,400	631,000	(144,400)
Non-Revenue Receipts	21,867,254	14,231,121	3,344,000	2,985,400	(358,600)
General Fund Revenue	**96,769,099**	**93,323,867**	**83,115,000**	**84,200,000**	**1,085,000**

FY 2017 General Fund Revenues by Category



Expenditure Summary:

FY 2017 General Fund Expenditures by Category



Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
General Government	41.5	42.0	43.0	42.0	(1.0)
Judicial Administration	37.0	38.0	41.0	43.0	2.0
Public Safety	170.0	173.0	175.5	175.5	0
Public Works	32.5	32.5	35.5	36.5	1.0
Parks, Rec & Culture	25.0	24.0	23.5	22.5	(1.0)
Community Development	9.5	10.0	9.5	11.5	2.0
Total	**316.0**	**320.0**	**328.5**	**331.5**	**3.0**

Revenue Detail:

Account Description	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Real Estate - Current	25,108,519	25,321,313	25,924,000	25,924,000	-
Real Estate - Delinquent	1,357,230	1,136,909	1,200,000	1,000,000	(200,000)
Delinquent-Primary/Secondary	9,125	5,110	10,000	6,000	(4,000)
Primary District	71,329	70,694	70,000	71,000	1,000
Secondary District	82,591	83,339	80,500	83,000	2,500
Real Estate Penalties	127,404	96,850	115,000	95,000	(20,000)
Real Estate Interest	108,475	82,105	95,000	75,000	(20,000)
Public Service - Real Estate	641,635	631,361	650,000	625,000	(25,000)
Public Service - Personal Property	267	1,441	500	1,000	500
Personal Property - Current	7,745,012	8,712,234	9,000,000	9,200,000	200,000
Personal Property - Delinquent	420,230	517,171	400,000	550,000	150,000
Mobile Home Taxes	1,383	1,650	2,000	1,800	(200)
Machinery & Tools	1,898,608	1,799,328	1,900,000	1,750,000	(150,000)
Personal Property Penalties	115,371	136,059	120,000	140,000	20,000
Personal Properties Interest	59,811	61,241	50,000	60,000	10,000
GENERAL PROPERTY TAXES	**37,746,990**	**38,656,805**	**39,617,000**	**39,581,800**	**(35,200)**
State Sales Taxes	8,119,431	8,859,376	8,757,000	9,100,000	343,000
Communication Taxes	2,145,662	2,142,416	2,200,000	2,150,000	(50,000)
Electric Utility	1,323,969	1,350,577	1,300,000	1,350,000	50,000
Gas Utility	751,485	543,375	450,000	550,000	100,000
Electric Consumption	132,618	134,581	135,000	135,000	-
Gas Consumption	25,265	19,999	25,000	25,000	-
Business License - Contracting	263,751	277,985	400,000	325,000	(75,000)
Business License - Retail	2,153,215	2,159,566	2,150,000	2,200,000	50,000
Business License - Professional	2,294,916	2,435,089	2,200,000	2,450,000	250,000
Business License - Repair & Personal	848,676	871,977	800,000	900,000	100,00
Business License - Wholesale	264,394	203,731	200,000	200,000	-
Business License - Other	4,429	2,125	4,000	2,000	(2,000)
Business License - Penalties	99,406	58,832	75,000	75,000	-
Telephone	87,743	86,766	80,000	107,000	27,000
Electrical	242,662	249,576	200,000	250,000	50,000
Telephone ROW	111,299	109,462	100,000	110,000	10,000
Gas	48,750	48,750	50,000	50,000	-
Motor Vehicles Licenses	563,891	566,892	562,400	575,000	12,600
Motor Vehicle License Penalties	45,010	44,716	40,000	40,000	-
Bank Franchise	466,517	696,686	430,000	550,000	120,000
Recordation	250,423	325,915	225,000	300,000	75,000
Will Probate	5,583	9,186	6,000	6,000	-
Cigarettes	498,544	663,752	812,600	640,000	(172,600)
Admissions	142,249	132,529	140,000	140,000	-
Penalties & Interest	871	30	1,000	1,000	-

Revenue Detail - continued:

Account Description	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Motel	744,144	887,732	930,000	950,000	20,000
Penalties & Interest	2,423	52	1,000	1,000	-
Meals	5,826,039	7,421,581	7,200,000	7,700,000	500,000
Meals Penalties	23,905	33,927	20,000	20,000	-
Meals Interest	170	536	1,000	1,000	-
Short Term	6,084	3,386	8,000	4,000	(4,000)
Penalties & Interest	31	51	-	-	-
OTHER LOCAL TAXES	**27,493,555**	**30,341,154**	**29,503,000**	**30,907,000**	**1,404,000**
Dog	13,194	12,849	12,500	12,500	-
On Street Parking	155	145	100	100	-
Transfer Fees	626	700	1,000	1,000	-
Erosion, Sediment Control	3,313	5,809	5,000	5,000	-
Storm water Mgmt Permit	-	29,338	-	15,000	15,000
Weapons	7,931	6,052	7,500	7,500	-
RE Tax Application Fee	20	60	-	-	-
RE Public Hearing Fee	390	350	-	-	-
Hazardous Use	1,150	1,400	1,000	1,000	-
Taxi	918	918	800	800	-
Street Permits	3,485	3,065	3,000	3,000	-
Building Permits - Building	71,691	142,288	100,000	140,000	40,000
Building Permits - Electrical	691	571	1,000	1,000	-
Building Permits - Plumbing	19,481	22,230	20,000	20,000	-
Building Permits - Mechanical	24,222	30,107	25,000	25,000	-
Elevator	3,740	3,340	3,000	3,000	-
Occupancy	1,150	400	1,000	1,000	-
Fire Protection	7,853	6,311	7,000	7,000	-
Gas	408	264	500	500	-
Building Permits - Signs	4,401	5,160	5,000	5,000	-
Land Use Application Fees	49,550	63,725	25,000	50,000	25,000
Planning Advertising Fees	625	600	1,000	1,000	-
Re-zoning & Subdivision Permit	22,050	24,700	9,000	20,000	11,000
Signs, Permits & Inspections	1,450	2,200	2,000	2,000	-
Architectural Review	-	600	500	500	-
Board of Zoning Appeals	6,500	5,300	5,000	5,000	-
Miscellaneous Fees	3,550	3,100	2,500	2,500	-
Civil Penalties	4,600	1,450	4,000	4,000	-
Rental Housing/Inspections	33,905	22,120	8,500	20,000	11,500
Rental Housing/Penalties	8,125	8,250	3,500	8,500	5,000
Rental Housing/Misc Fees	4,915	5,831	5,000	5,000	-
PERMITS, PRIVILEGE FEES	**300,089**	**409,233**	**259,400**	**366,900**	**107,500**

Revenue Detail - continued:

Account Description	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Courts	144,912	130,197	150,000	130,000	(20,000)
Registrar	100	-	-	-	-
Interest	4,158	5,552	3,000	3,000	-
FINES AND FORFEITURES	**149,170**	**135,749**	**153,000**	**133,000**	**(20,000)**
Interest Earnings	57,775	61,577	55,000	65,000	10,000
Rental Rec Prop/Facility	122,016	131,678	155,000	155,000	-
Concession Rentals	-	1,500	-	-	-
REVENUE-USE OF MONEY/PROP	**179,791**	**194,755**	**210,000**	**220,000**	**10,000**
Sheriff Fees	2,949	2,949	3,000	3,000	-
Case Assessment	28,305	27,932	30,000	30,000	-
Courthouse Security Fees	51,133	46,268	60,000	50,000	(10,000)
Miscellaneous Fees	7,619	9,314	7,000	7,000	-
Courthouse Compliance Fee	37,576	37,848	50,000	38,000	(12,000)
Electronic Summons Fee	-	12,286	5,000	15,000	10,000
Commonwealth Attorney	7,328	7,687	6,000	6,000	-
Hazmat	14,953	5,174	5,000	5,000	-
LEPC Funds	4,692	6,194	7,000	7,000	-
Alarm Fees	-	-	5,000	-	(5,000)
False Alarm Fees	15,700	13,200	20,000	15,000	(5,000)
Animal Impounding Fees	1,878	1,651	2,000	2,000	-
Misc Police Fees	5,382	4,768	4,000	5,000	1,000
Police OT Reimbursement	15,887	17,363	10,000	15,000	5,000
Gas Inspection	54,000	77,508	54,000	77,500	23,500
Sanitation Fee	-	383,226	540,000	600,000	60,000
Waste Collection/Disposal Fees	3,513	3,577	4,000	4,000	-
Sale of Recycle Materials	24,881	19,546	30,000	20,000	(10,000)
Recreation Activities	13,505	15,138	20,000	22,000	2,000
Indoor Pool Fees	70,084	72,561	98,700	78,000	(20,700)
Outdoor Pool Fees	64,356	53,220	76,000	76,000	-
Admissions & Memberships	99,086	92,434	108,000	99,000	(9,000)
Athletic Fees	68,462	67,461	70,000	70,000	-
Childcare Fees	187,802	199,977	187,000	189,000	2,000
Concession Sales	25,705	14,815	28,000	4,000	(24,000)
Parks Capital Replacement Fees	8,238	16,174	19,300	19,300	-
Special Events	915	870	14,000	14,000	-
CHARGES FOR SERVICES	**813,949**	**1,209,141**	**1,463,000**	**1,470,800**	**7,800**
Payments in Lieu of Taxes	822,915	783,212	825,000	785,000	(40,000)
Special Events	122,380	167,326	132,500	132,500	-
Old Town Winchester Misc	1,110	300	-	-	-

Revenue Detail - continued:

Account Description	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Artscape Program	-	-	1,000	-	(1,000)
Old Town Public Restroom	3,326	3,634	5,000	5,000	-
Bad Checks	725	500	1,000	500	(500)
Admin & Collection Fees	46,817	56,425	45,000	50,000	5,000
Donations/Special Gifts	-	11,000	-	-	-
Sales of Supplies	508	22,051	-	-	-
Sale of Surplus Property	39,356	15,767	10,000	10,000	-
Sale of Copies & Documents	856	2,498	1,000	1,000	-
Ticket Sales	-	20,901	-	-	-
Donations - Fire Department	1,485	2,355	-	-	-
Parks & Recreation	45,945	4,679	-	-	-
Sheriff	2,100	-	-	-	-
Miscellaneous Revenue	276	436	-	-	-
MISCELLANEOUS REVENUE	**1,087,799**	**1,091,084**	**1,020,500**	**984,000**	**(36,500)**
Miscellaneous	1,256	2,329	-	-	-
Rebates	2,683	4,367	2,500	5,000	2,500
External Recoveries	22,836	11,703	-	-	-
Social Services	52,008	54,685	55,000	55,000	-
Circuit Court	72,237	73,449	75,000	75,000	-
JJC Building	287,471	304,093	400,000	533,000	133,000
Landfill-Recycling	68,245	35,926	70,000	40,000	(30,000)
Police Department	2,158	6,253	-	-	-
Parks & Recreation	906	894	-	-	-
Data Processing	40,000	42,074	40,000	40,000	-
Frederick County - JDR Lease	-	-	51,000	51,000	-
VML - Safety Grant	-	3,068	-	-	-
RECOVERED COSTS	**549,800**	**538,841**	**693,500**	**799,000**	**105,500**
Mobile Home Titling Taxes	810	915	-	-	-
Tax on Deeds	104,502	116,278	100,000	100,000	-
Railroad Rolling Stock Tax	8,267	7,947	8,000	8,000	-
Grantor's Tax	66,900	89,066	96,000	96,000	-
Rental Car Tax	185,054	215,273	198,000	238,000	40,000
Personal Property Tax Reimbursement	2,622,084	2,622,084	2,622,100	2,622,100	-
NON-CATEGORICAL AID	**2,987,617**	**3,051,563**	**3,024,100**	**3,064,100**	**40,000**
Commonwealth's Attorney	708,387	704,244	700,000	748,800	48,800
Sheriff	337,459	327,677	340,000	345,100	5,100
Sheriff Mileage	10,612	10,412	3,000	11,000	8,000
Commissioner of Revenue	101,954	100,956	100,000	105,650	5,650
Treasurer	94,298	92,012	94,000	97,100	3,100

Revenue Detail - continued:

Account Description	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Registrar/Electoral Board	41,442	40,128	40,000	40,000	-
Clerk of Circuit Court	346,834	347,385	338,500	358,350	19,850
Jury Reimbursement	10,710	5,250	5,000	5,000	-
Shared - Victim Witness	50,021	19,323	50,000	26,000	(24,000)
Shared - Witness Fees	354	2,875	-	-	-
Equipment Grant	-	-	55,500	-	(55,500)
SHARED EXPENSES	**1,702,071**	**1,650,262**	**1,726,000**	**1,737,000**	**11,000**
Juv & Domestic Relations	11,945	12,238	10,000	14,000	4,000
Litter Control	6,682	6,677	7,000	7,000	-
Fire Program Funds	78,695	83,015	70,000	80,000	10,000
Four for Life Grant	23,740	23,459	21,000	24,500	3,500
HazMat Funding	15,040	15,037	15,000	15,000	-
Police 599 Funds	812,804	788,071	812,000	841,000	29,000
Jail	19,098	23,210	20,000	25,000	5,000
Health Department	243,774	246,585	252,000	250,000	(2,000)
General District Court	8,690	8,881	8,000	8,500	500
Miscellaneous	-	28,903	-	-	-
Asset Forfeiture Police	8,991	13,365	-	-	-
Asset Forfeiture Comm Attorney	1,808	7,227	-	-	-
Department of Health	40,771	-	-	-	-
Wireless E911 Services Board	50,650	57,327	49,000	55,000	6,000
Rescue Squad Assistant Fund	-	106,131	62,100	-	(62,100)
Public Assistance Grant	-	-	-	-	-
STATE CATEGORICAL FUNDS	**1,322,688**	**1,420,126**	**1,326,100**	**1,320,000**	**(6,100)**
Emergency Service Grants	17,810	8,550	8,900	8,900	-
Asset Forfeiture Funds	89,488	-	-	-	-
Firefighters Assistant Grant	-	-	432,500	124,600	(307,900)
Commission of Arts Grant	-	5,000	5,000	5,000	-
Child/Adult Care Food	3,937	4,067	5,000	4,000	(1,000)
Police - DCJS Grants	8,204	-	-	-	-
Juvenile Justice	538	1,913	-	-	-
Justice Assistance Grants	4,069	-	-	94,500	94,500
POL OCDETF	-	4,986	-	-	-
CDBG Grant	287,175	226,842	244,000	220,000	(24,000)
LLEBG	-	3,710	-	-	-
Ballistic Vest Program	5,463	2,260	5,000	27,000	22,000
Dept of Historic Resources	6,500	23,144	-	-	-
Victim Witness	50,021	77,282	50,000	119,000	69,000
DMV Grants	29,045	21,642	25,000	28,000	3,000

Revenue Detail - continued:

Account Description	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Homeland Security/ODP	32,914	14,637	-	-	-
NVRDTF Grant	33,162	-	-	-	-
FEDERAL REVENUE	**568,326**	**394,033**	**775,400**	**631,000**	**(144,400)**
Insurance Recoveries	33,437	16,349	-	-	-
Buildings	-	-	-	-	-
CDBG Loan Principal	195	-	-	-	-
CDGB Loan Interest	55	-	-	-	-
Premiums on Bonds	1,481,730	1,309,592	-	-	-
Sale of Bonds	18,701,837	11,255,180	-	-	-
Utilities Fund	1,600,000	1,600,000	1,600,000	1,600,000	-
OTBD	50,000	50,000	70,000	70,000	-
Fund Balance	-	-	1,630,000	1,165,000	(465,000)
Assigned - CDBG	-	-	-	-	-
Assigned - Fire Programs	-	-	44,000	150,400	106,400
NON-REVENUE RECEIPTS	**21,867,254**	**14,231,121**	**3,344,000**	**2,985,400**	**(358,600)**
TOTAL GENERAL FUND	**96,769,099**	**93,323,867**	**83,115,000**	**84,200,000**	**1,085,000**

General Fund Department Summary

Budget by Department:

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
City Council	133,508	153,700	200,500	199,800	(700)
Clerk of Council	39,143	38,495	37,700	39,000	1,300
City Manager	471,281	413,203	411,100	427,800	16,700
City Attorney	318,658	335,586	293,500	292,600	(900)
Independent Auditors	66,950	65,743	70,000	80,000	10,000
Human Resources	434,572	514,099	544,100	553,100	9,000
Commissioner of the Revenue	508,867	504,117	536,900	538,300	1,400
Treasurer	398,911	441,174	437,600	444,100	6,500
Finance	579,015	664,106	702,700	764,800	62,100
Information Technology	1,466,001	1,697,944	2,047,000	1,894,700	(152,300)
Electoral Board	34,009	44,319	51,200	165,800	114,600
Registrar	120,153	129,436	138,900	143,300	4,400
Circuit Court	80,544	83,367	91,700	90,100	(1,600)
General District Court	19,884	25,072	28,500	29,100	600
Magistrate	2,640	2,411	3,000	3,000	-
J & D Relations District Court	42,947	47,366	54,400	56,500	2,100
Clerk of the Circuit Court	488,109	501,745	509,700	508,900	(800)
City Sheriff	1,084,984	1,030,122	1,186,800	1,235,300	48,500
Courthouse Security	223,989	180,829	155,400	208,400	53,000
Juror Services	15,250	26,000	26,000	26,000	-
Commonwealth Attorney	1,064,163	1,213,513	1,335,400	1,183,900	(151,500)
Victim Witness	141,909	145,104	146,700	202,500	55,800
Police Department	7,473,634	7,640,335	7,842,700	7,979,300	136,600
Police Grants	54,661	47,636	27,300	49,300	22,000
Fire Department	4,957,103	5,234,312	5,555,800	5,623,700	67,900
Fire Grants	209,190	263,898	661,400	288,800	(372,600)
Probation Office	2,236	2,291	106,500	5,500	(101,000)
Inspections Department	477,669	441,243	483,000	540,200	57,200
Animal Warden	172,926	106,275	139,400	137,350	(2,050)
Emergency Services	56,338	103,862	134,800	158,500	23,700
Hazardous Material	41,195	50,210	61,900	61,900	-
Emerg Communications Center	933,137	958,523	962,900	982,000	19,100
Streets	22,722	27,233	30,600	75,300	44,700

Budget by Department - continued:

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Storm Drainage	28,549	66,930	73,200	156,500	83,300
Loudoun Mall	79,268	111,727	93,900	111,500	17,600
Refuse Collection	1,352,412	1,567,999	1,400,500	1,672,200	271,700
Joint Judicial Center	469,205	482,835	657,600	621,200	(36,400)
Facilities Maintenance	1,120,069	1,353,848	1,182,100	1,223,200	41,100
Real Estate Tax Relief	358,334	238,345	250,000	250,000	-
Parks Supervision	583,549	582,586	468,900	451,500	(17,400)
Special Events Trolley	4,247	1,730	14,500	14,500	-
Parks Maintenance	920,009	937,204	926,350	958,250	31,900
Community Rec Programs	80,908	18,005	15,950	22,750	6,800
Outdoor Swimming Pool	104,260	115,521	158,500	178,200	19,700
Indoor Swimming Pool	203,068	244,283	269,400	275,000	5,600
War Memorial Building	359,448	391,050	408,800	406,500	(2,300)
School Age Child Care	179,999	193,753	198,300	221,200	22,900
Athletic Programs	168,069	181,214	214,100	212,900	(1,200)
Apple Blossom Festival	49,017	49,190	-	-	-
Planning Department	274,336	279,011	253,700	265,600	11,900
Redevel & Housing (CDBG)	20,372	24,614	28,500	28,100	(400)
Zoning Department	184,399	281,390	215,700	205,600	(10,100)
Development Services	-	-	-	687,000	687,000
Economic Redevelopment	357,162	329,145	700,500	-	(700,500)
Old Town Winchester	426,085	446,289	460,200	466,300	6,100
GIS	78,212	96,576	89,500	93,700	4,200
Other	555,309	573,812	699,449	389,895	(309,554)
Outside Agencies	203,188	278,188	203,188	203,188	-
Regional Agencies	5,145,992	5,310,942	5,782,461	6,231,820	449,359
Transit	176,000	222,000	269,000	266,700	(2,300)
Social Services	1,161,418	1,267,792	1,478,000	1,373,445	(104,555)
CSA	509,628	845,610	807,000	860,000	53,000
Parking Authority	1,000,000	-	-	-	-
Schools Operating	25,659,975	26,863,602	28,649,102	29,214,102	565,000
Schools Other	20,000,000	126,362	16,200	16,200	-
Schools Capital Improvement	-	531,565	-	-	-

Budget by Department - continued:

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Tourism	100,500	100,500	100,500	150,000	49,500
Highway Maintenance	1,360,000	1,323,225	590,000	605,000	15,000
Capital Improvements	1,405,000	2,233,264	1,500,000	615,000	(885,000)
City Debt Service	1,846,783	2,125,643	2,287,700	2,960,000	672,300
Debt Refunding	183,567	12,553,239	-	-	-
Schools Debt Service	7,873,618	8,000,186	7,637,100	7,804,100	167,000
TOTAL GENERAL FUND	**96,718,253**	**93,482,444**	**83,115,000**	**84,200,000**	**1,085,000**

General Government – City Council

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

Council Goals:

- Encourage sustainable growth and partnerships through business and workforce development.
- Promote and accelerate revitalization of target areas throughout the city.
- Advance the quality of life for all Winchester residents.
- Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation.

Expenditure Summary:

Expenditure by Classification	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Personnel Services	62,366	60,350	125,500	123,500	(2,000)
Contractual Services	32,507	54,029	33,000	33,500	500
Internal Services	2,809	1,459	3,000	3,000	-
Other Charges	35,826	37,862	39,000	39,800	800
TOTAL EXPENDITURES	**133,508**	**153,700**	**200,500**	**199,800**	**(700)**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Mayor	4,800	4,800	10,800	10,800	-
Councilors	28,503	27,000	73,799	73,799	-
FICA	2,430	2,391	6,909	5,811	(1,098)
Worker's Compensation	105	26	70	70	-
Employee Benefits	26,528	26,133	33,922	33,020	(902)
PERSONNEL	62,366	60,350	125,500	123,500	(2,000)

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Other Professional Services	10,975	35,602	12,000	12,000	-
Printing & Binding	2,028	63	500	1,000	500
Local Media	17,078	18,163	20,000	20,000	-
Food Services	2,426	201	500	500	-
CONTRACTUAL SERVICES	32,507	54,029	33,000	33,500	500
Copier Charges	2,809	1,459	3,000	3,000	-
INTERNAL SERVICES	2,809	1,459	3,000	3,000	-
Postal Services	132	104	300	300	-
Telecommunications	898	1,577	1,200	1,500	300
Mileage & Transportation	398	1,432	900	900	-
Travel & Training	2,008	1,602	2,100	2,100	-
Dues & Memberships	29,397	28,388	30,500	29,500	(1,000)
Misc Charges & Fees	900	574	-	-	-
Office Supplies	636	253	500	500	-
Food & Food Service	815	1,723	2,500	4,000	1,500
Other Operating Supplies	206	1,008	500	500	-
Awards, Plaques, Other	436	1,201	500	500	-
OTHER CHARGES	35,826	37,862	39,000	39,800	800
TOTAL CITY COUNCIL	**133,508**	**153,700**	**200,500**	**199,800**	**(700)**

General Government – Clerk of Council

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

Expenditure Summary:

Expenditure by Classification	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Personnel Services	34,627	34,069	33,500	34,800	1,300
Contractual Services	-	50	-	-	-
Other Charges	4,516	4,376	4,200	4,200	-
TOTAL EXPENDITURES	**39,143**	**38,495**	**37,700**	**39,000**	**1,300**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Clerk of Council	0.5	0.5	0.5	0.5	0
Total	**0.5**	**0.5**	**0.5**	**0.5**	**0**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	23,560	23,757	24,076	24,370	294
Overtime	1,031	640	-	1,000	1,000
Part-time	330	-	-	-	
FICA	1,633	1,595	1,534	1,583	49
VRS-Employer	2,918	2,840	2,865	2,340	(525)
Insurance Employer	280	284	287	319	32
Worker's Compensation	28	20	20	20	-
Benefits Admin Fee	15	13	12	12	-
Employee Benefits	4,799	4,884	4,670	5,124	454
VRS Health Ins Credit	33	36	36	32	(4)
PERSONNEL	34,627	34,069	33,500	34,800	1,300

Expenditure Detail – continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Printing & Binding	-	50	-	-	-
CONTRACTUAL SERVICES	-	50	-	-	-
Postal Services	180	107	100	100	-
Mileage & Transportation	516	860	800	800	-
Travel & Training	1,174	2,350	1,950	1,950	-
Dues & Memberships	215	260	250	250	-
Misc Charges & Fees	203	238	200	200	-
Office Supplies	1,577	380	650	650	-
Books & Subscriptions	521	116	100	100	-
Other Operating Supplies	130	65	150	150	-
OTHER CHARGES	4,516	4,376	4,200	4,200	-
TOTAL CLERK OF COUNCIL	**39,143**	**38,495**	**37,700**	**39,000**	**1,300**

General Government – City Manager

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

Goals:

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

Objectives:

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

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 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Output Measures				
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
Outcome Measures				
% 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%

Performance Measurement Results:

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

Expenditure Summary:

Expenditure by Classification	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Personnel Services	406,666	339,477	351,600	353,300	1,700
Contractual Services	40,175	53,799	38,500	53,500	15,000
Internal Services	-	-	100	-	(100)
Other Charges	24,440	19,927	20,900	21,000	100
TOTAL CITY MANAGER	**471,281**	**413,203**	**411,100**	**427,800**	**16,700**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
City Manager	2.5	2.5	3.5	3.5	0
Total	**2.5**	**2.5**	**3.5**	**3.5**	**0**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	319,388	252,387	268,602	272,648	4,046
Part-Time Non-Classified	12	-	-	-	-
FICA	20,997	19,102	15,890	16,019	129
VRS-Employer	37,742	26,696	30,426	25,488	(4,938)
Insurance Employer	3,621	2,670	3,111	3,478	367
VA Local Disability Plan	-	828	873	898	25
State Unemployment Tax	-	9,828	-	-	-
Worker's Compensation	349	214	229	231	2
Deferred Comp Contribution	-	6,894	7,394	7,485	91
Benefits Admin Fee	89	66	75	75	-
Employee Benefits	24,041	20,455	24,608	26,633	2,025
VRS Health Ins Credit	427	337	392	345	(47)
PERSONNEL	406,666	339,477	351,600	353,300	1,700

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Other Professional Services	39,800	44,600	30,000	30,000	-
Printing & Binding	354	8,148	8,500	8,500	-
Local Media	21	1,051	-	15,000	15,000
CONTRACTUAL SERVICES	40,175	53,799	38,500	53,500	15,000
Copier Charges	-	-	100	-	(100)
INTERNAL SERVICES	-	-	100	-	(100)
Postal Services	45	159	100	200	100
Telecommunications	2,039	1,263	2,000	2,000	-
Mileage & Transportation	601	298	3,200	3,200	-
Travel & Training	5,055	4,368	8,000	8,000	-
Dues & Memberships	3,475	1,835	3,000	3,000	-
Misc Charges & Fees	6,279	246	-	-	-
Moving Expenses	-	8,602	-	-	-
Office Supplies	5,796	1,541	900	900	-
Food & Food Services	997	384	950	950	-
Books & Subscriptions	-	353	750	750	-
Other Operating Supplies	153	815	2,000	2,000	-
Computer Hardware/Software	-	63	-	-	-
OTHER CHARGES	24,440	19,927	20,900	21,000	100
TOTAL CITY MANAGER	**471,281**	**413,203**	**411,100**	**427,800**	**16,700**

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:

Expenditure by Classification	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Personnel Services	290,308	272,850	240,900	239,100	(1,800)
Contractual Services	10,682	33,561	34,200	35,100	900
Internal Services	2,125	1,143	500	500	-
Other Charges	15,543	28,032	17,900	17,900	-
TOTAL EXPENDITURES	**318,658**	**335,586**	**293,500**	**292,600**	**(900)**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
City Attorney*	3	3	3	3	0
Total	**3**	**3**	**3**	**3**	**0**

*One position unfunded.

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	232,483	214,212	196,102	198,509	2,407
FICA	16,494	15,092	11,741	11,747	6
VRS-Employer	27,900	25,273	23,336	19,060	(4,276)
Insurance Employer	2,678	2,527	2,334	2,601	267
State Unemployment Tax	-	6,490	-	-	-
Worker's Compensation	205	165	151	153	2
Benefits Admin Fee	78	60	48	48	-
Employee Benefits	10,154	8,712	6,894	6,724	(170)
VRS Health Ins Credit	316	319	294	258	(36)
PERSONNEL	290,308	272,850	240,900	239,100	(1,800)

Expenditure Detail – continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Legal Services	2,222	29,102	30,000	30,000	-
Other Professional Services	7,616	2,643	2,600	2,600	-
Printing & Binding	844	626	1,300	1,300	-
Local Media	-	1,190	300	1,200	900
CONTRACTUAL SERVICES	10,682	33,561	34,200	35,100	900
Copier Charges	2,125	1,143	500	500	-
INTERNAL SERVICES	2,125	1,143	500	500	-
Postal Services	1,312	703	1,300	1,300	-
Telecommunications	1,317	1,383	1,500	1,500	-
Mileage & Transportation	1,006	735	1,200	1,200	-
Travel & Training	2,979	3,500	4,000	4,000	-
Dues & Memberships	660	2,340	2,250	2,250	-
Court Filing Fees	-	56	100	100	-
Miscellaneous Charges & Fees	126	10,663	250	250	-
Office Supplies	1,999	1,725	1,200	1,200	-
Books & Subscriptions	5,739	6,249	5,200	5,200	-
Other Operating Supplies	275	678	900	900	-
Computer Hardware/Software	130	-	-	-	-
OTHER CHARGES	15,543	28,032	17,900	17,900	-
TOTAL CITY ATTORNEY	**318,658**	**335,586**	**293,500**	**292,600**	**(900)**

General Government – Independent Auditor

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

Goals and Objectives:

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

Expenditure Summary:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Accounting & Auditing	47,600	58,993	50,000	60,000	10,000
Other Professional Services	19,350	6,750	20,000	20,000	-
CONTRACTUAL SERVICES	66,950	65,743	70,000	80,000	10,000
TOTAL INDEPENDENT AUDITORS	**66,950**	**65,743**	**70,000**	**80,000**	**10,000**

General Government – Human Resources

The City of Winchester's Human Resources Department administers comprehensive programs aiming to attract, motivate, and retain an efficient, diverse, and productive work force. The HR Department provides programs and services to a work force of approximately 510 full time and 90 part time employees, primarily responsible for providing outstanding government services to our citizens.

Objectives:

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

Services Provided:

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

Performance Measures:

Indicators	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Input/output Measures					
Employment applications received*	18,448	13,855	6,046	4,700	4,500
Number of new hires (includes seasonal employees)	90	119	96	101	100

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

General Government – Human Resources

Expenditure Summary:

Expenditure by Classification	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Personnel Services	286,617	348,545	407,900	416,900	9,000
Contractual Services	101,093	116,015	94,000	94,000	-
Internal Services	3,145	2,866	3,000	3,000	-
Other Charges	43,717	46,673	39,200	39,200	-
TOTAL EXPENDITURES	**434,572**	**514,099**	**544,100**	**553,100**	**9,000**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Human Resources	4.0	4.5	6.0	5.0	(1.0)
Total	**4.0**	**4.5**	**6.0**	**5.0**	**(1.0)**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	158,806	208,799	282,883	289,501	6,618
Overtime	25	447	500	500	-
Part-time Classified	14,963	15,132	15,847	12,860	(2,987)
Part-time Non-Classified	45,884	40,615	10,700	10,700	-
FICA	16,239	19,597	22,020	22,798	778
VRS-Employer	17,663	23,951	33,202	27,797	(5,405)
Retirees	10,152	10,272	10,500	10,500	-
Insurance Employer	1,696	2,395	3,366	3,793	427
VA Local Disability Plan	-	240	1,179	254	(925)
Worker's Compensation	235	220	184	259	75
Benefits Admin Fee	115	126	144	144	-
Employee Benefits	20,639	26,449	26,941	37,418	10,477
VRS Health Ins Credit	200	302	434	376	(58)
PERSONNEL	286,617	348,545	407,900	416,900	9,000
Medical, Dental, & Hospital	33,993	25,303	28,500	28,500	-
EAP Services	30,309	31,464	30,200	30,200	-
Other Professional Services	112	13,429	-	-	-
Training/Education	28	9,440	-	-	-
Repairs & Maintenance	-	-	300	300	-
Computer Hardware/Software	8,150	8,150	-	-	-

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Printing & Binding	2,943	1,805	6,000	6,000	-
Local Media	19,759	23,648	28,000	28,000	-
Food & Food Services	5,799	2,776	1,000	1,000	-
CONTRACTUAL SERVICES	101,093	116,015	94,000	94,000	-
Copier Charges	3,145	2,866	3,000	3,000	-
INTERNAL SERVICES	3,145	2,866	3,000	3,000	-
Postal Services	908	1,498	1,500	1,500	-
Telecommunications	1,705	470	1,700	1,700	-
Mileage & Transportation	10	208	1,300	1,300	-
Travel & Training	302	8,384	4,000	4,000	-
Dues & Memberships	1,199	1,640	1,100	1,100	-
Misc Charges & Fees	1,477	1,187	800	800	-
Background Checks	8,416	9,037	8,700	8,700	-
Office Supplies	10,155	6,563	4,100	4,100	-
Food & Food Service	2,286	3,386	1,000	1,000	-
Books & Subscriptions	3,343	1,563	1,000	1,000	-
Other Operating Supplies	4,587	3,116	3,000	3,000	-
Computer Hardware/Software	276	357	-	-	-
Awards, Plaques, Other	7,199	7,533	9,500	9,500	-
Memorials	1,854	1,731	1,500	1,500	-
OTHER CHARGES	43,717	46,673	39,200	39,200	-
TOTAL HUMAN RESOURCES	**434,572**	**514,099**	**544,100**	**553,100**	**9,000**

General Government – Commissioner of the Revenue

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

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

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

Performance Measures:

Indicators	**CY 2011 Actual**	**CY 2012 Actual**	**CY 2013 Actual**	**CY 2014 Actual**	**CY 2015 Actual**
Real Estate					
Parcels of Land	9,947	9,946	9,934	9,945	9,963
Tax Relief Applications	564	552	576	448	354
Real Estate Transfers	618	659	638	794	738
Public Service Corporations	23	23	25	27	26
Personal Property					
Vehicle Assessments	23,811	22,650	23,919	26,984	27,279
Personal Property Tax Relief Compliance	22,505	21,847	22,788	22,997	23,140
Vehicle New Registrations	11,341	7,514	9,189	9,603	10,702
Vehicle Registration Deletions	4,231	3,215	4,470	4,415	3,982
Business Personal Property Assessments	2,830	2,725	2,797	2,873	3,044
Business Taxes					
Business Licenses Assessed	3,967	4,162	4,075	3,750	3,903
Excise Taxes Assessed	249	244	264	269	264
Financial Institutions	10	10	10	9	10
New Revenue: CRT Cooperation *	$256,247	$225,391	$232,982	$324,972	$0
New Revenue: Audits *		$320,467	$215,408	$287,415	$40,000

* 2015: auditor vacancy due to hiring freeze

Expenditure Summary:

Expenditure by Classification	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Personnel Services	458,109	456,852	484,000	484,600	600
Contractual Services	5,519	4,439	7,000	5,100	(1,900)
Internal Services	739	167	700	600	(100)
Other Charges	44,500	42,659	45,200	48,000	2,800
TOTAL EXPENDITURES	**508,867**	**504,117**	**536,900**	**538,300**	**1,400**

Funding Sources:

Funding Sources	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Revenue from Commonwealth	101,954	100,956	100,000	105,650	5,650
Designated Funding Sources	101,954	100,956	100,000	105,650	5,650
Net General Tax Support	**406,913**	**403,161**	**436,900**	**432,650**	**(4,250)**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Commissioner of the Revenue	8	8	8	8	0
Total	**8**	**8**	**8**	**8**	**0**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	330,899	329,435	350,272	358,967	8,695
Part-time Non-Classified	12,119	14,023	15,500	15,500	-
FICA	25,559	25,649	27,195	26,747	(448)
VRS-Employer	40,161	39,231	41,682	34,468	(7,214)
Insurance Employer	3,817	3,839	4,168	4,704	536
VA Local Disability Plan	-	-	-	297	297
Worker's Compensation	1,265	285	302	296	(6)
Benefits Admin Fee	224	200	192	192	-

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Employee Benefits	43,956	44,058	44,532	43,372	(1,160)
VRS Health Ins Credit	109	132	157	57	(100)
PERSONNEL	458,109	456,852	484,000	484,600	600
Other Professional Services	1,472	566	500	600	100
Computer Hardware/Software	331	341	-	-	-
Printing & Binding	1,492	936	1,500	1,500	-
Local Media	72	112	500	500	-
State Computer Services	95	95	-	-	-
Billing Service	2,057	2,389	4,500	2,500	(2,000)
CONTRACTUAL SERVICES	5,519	4,439	7,000	5,100	(1,900)
Equipment Maintenance/Fuel	283	132	300	300	-
Equipment Parts	174	18	100	100	-
Equipment Labor	256	16	100	100	-
Copier Charges	26	1	200	100	(100)
INTERNAL SERVICES	739	167	700	600	(100)
Postal Services	11,111	10,532	12,000	12,000	-
Telecommunications	960	960	1,100	1,100	-
Motor Vehicle Insurance	408	393	500	500	-
Office Equipment Lease	901	1,911	1,000	2,000	1,000
Mileage & Transportation	1,745	1,565	2,000	2,000	-
Travel & Training	3,936	5,381	6,000	6,000	-
Dues & Memberships	985	1,040	1,000	1,300	300
Misc Charges & Fees	35	-	100	100	-
Office Supplies	8,973	4,821	2,400	2,400	-
Vehicle & Equipment Fuels	20	15	-	100	100
Books & Subscriptions	4,292	4,501	5,500	5,500	-
Other Operating Supplies	1,241	956	3,000	3,000	-
Cigarette Tax Stamps	9,893	10,584	10,600	12,000	1,400
OTHER CHARGES	44,500	42,659	45,200	48,000	2,800
TOTAL COMM OF REVENUE	**508,867**	**504,117**	**536,900**	**538,300**	**1,400**

General Government - Treasurer

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

Performance Measures:

Indicators	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Real Estate					
Current Collections	$24,647,530	$25,108,519	$25,321,313	$25,924,000	$25,924,000
Collection Rate	99%	99%	99%	99%	99%
Delinquent Collections	$1,195,411	$1,357,230	$1,136,909	$1,200,000	$1,000,000
Personal Property					
Current Collections	$7,100,416	$7,745,012	$8,712,234	$8,000,000	$9,200,000
Collection Rate	98%	97%	98%	98%	98%
Delinquent Collections	$308,397	$420,230	$517,171	$600,000	$550,000

Expenditure Summary:

Expenditure by Classification	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Personnel Services	333,273	378,496	383,200	383,200	-
Contractual Services	42,666	27,612	32,600	34,000	1,400
Other Charges	22,972	35,066	21,800	26,900	5,100
TOTAL EXPENDITURES	**398,911**	**441,174**	**437,600**	**444,100**	**6,500**

General Government - Treasurer

Funding Sources:

Funding Sources	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Miscellaneous Revenue	47,542	56,925	46,000	50,500	4,500
Revenue from Commonwealth	94,298	92,012	94,000	97,100	3,100
Designated Revenue	141,840	148,937	140,000	147,600	7,600
Net General Tax Support	**257,071**	**292,237**	**297,600**	**296,500**	**(1,100)**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Treasurer	6	6	6	6	0
Total	**6**	**6**	**6**	**6**	**0**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	241,252	277,489	283,782	287,155	3,373
Overtime	645	1,270	500	500	-
Part-time Non-Classified	2,506	-	-	-	-
FICA	17,658	20,120	20,415	20,372	(43)
VRS-Employer	29,310	33,166	33,770	27,573	(6,197)
Insurance Employer	2,814	3,317	3,378	3,762	384
Worker's Compensation	419	230	235	238	3
Benefits Admin Fee	164	156	144	144	-
Employee Benefits	38,469	42,713	40,923	43,456	2,533
VRS Health Ins Credit	36	35	53	-	(53)
PERSONNEL	333,273	378,496	383,200	383,200	-
Accounting & Auditing	17,291	-	-	-	-
Other Professional Services	-	-	3,500	3,500	-
Printing & Binding	844	863	1,100	1,000	(100)
Local Media	478	544	3,000	3,000	-
State Computer Services	1,061	931	1,000	1,000	-
Billing Service	22,992	25,274	24,000	25,500	1,500
CONTRACTUAL SERVICES	42,666	27,612	32,600	34,000	1,400

Expenditure Detail – continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Postal Services	8,829	8,474	9,000	9,000	-
Telecommunications	371	348	400	400	-
Office Equipment Lease	1,406	1,618	1,200	1,500	300
Mileage & Transportation	931	616	800	1,100	300
Travel & Training	1,341	2,095	2,200	3,800	1,600
Banking Fees	-	12,758	-	2,325	2,325
Dues & Memberships	680	245	500	625	125
Tax Collection Expenses	-	-	300	300	-
Misc Charges & Fees	2,735	2,251	1,500	1,500	-
Office Supplies	3,081	2,217	3,800	3,800	-
Books & Subscriptions	233	106	150	150	-
Other Operating Supplies	3,365	4,338	1,950	2,400	450
OTHER CHARGES	22,972	35,066	21,800	26,900	5,100
TOTAL TREASURER	**398,911**	**441,174**	**437,600**	**444,100**	**6,500**

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.

Performance Measures:

Indicators	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Output Measures					
Prepare monthly reports for City	12	12	12	12	12
Vendor check issued (to decrease with change in frequency of check	10,659	9,477	9,077	7,900	7,000
Electronic Funds Transfers (EFTs)	n/a	2	557	1,000	1,500
Prepare monthly and quarterly payroll reports and send to State and Federal agencies	Yes	Yes	Yes	Yes	Yes
Purchase orders issued	659	442	449	450	500
Outcome Measures					
Receive "clean" annual audit opinion as reported in the Comprehensive Annual Financial Report (CAFR)	Yes	Yes	Yes	Yes	Yes
Maintain Aa2 and AAA bond ratings	Yes	Yes	Yes	Yes	Yes
Service Quality					
Obtain the Government Finance Officers Association (GFOA) Certificate of Achievement for CAFR	Yes	Yes	Yes	Yes	Yes
Obtain GFOA Distinguished Budget Presentation Award for operating	No	Yes	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	Yes

Performance Measurement Results:

The Finance department continues to meet all mandates and guidelines for the City's financial reporting. The City's FY 2015 CAFR was awarded a Certificate of Achievement of Excellence in Financial Reporting and the City's FY 2016 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 2016.

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Finance	7.5	7.5	6.0	6.0	0.0
Total	**7.5**	**7.5**	**6.0**	**6.0**	**0.0**

Expenditure Summary:

Expenditure by Classification	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Personnel Services	437,812	457,324	528,000	538,200	10,200
Contractual Services	75,179	114,201	80,300	119,500	39,200
Internal Services	79	-	100	100	-
Other Charges	65,945	92,581	94,300	107,000	12,700
TOTAL EXPENDITURES	**579,015**	**664,106**	**702,700**	**764,800**	**62,100**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	330,910	340,924	400,002	417,062	17,060
Overtime	13	104	500	500	-
Part-time Non-Classified	-	3,563	-	-	-
FICA	24,510	25,332	28,549	29,221	672
VRS-Employer	40,143	40,812	47,838	40,046	(7,792)
Insurance Employer	3,852	4,081	4,784	5,465	681
VA Local Disability Plan	-	-	220	-	(220)
Worker's Compensation	369	285	332	344	12
Benefits Admin Fee	144	126	144	144	-
Employee Benefits	37,417	41,583	45,028	44,876	(152)
VRS Health Ins Credit	454	514	603	542	(61)
PERSONNEL	437,812	457,324	528,000	538,200	10,200
Other Professional Services	71,655	112,054	77,000	115,000	38,000
Boards/Commission Members	-	525	-	500	500
Repairs & Maintenance	-	-	300	-	(300)
Printing & Binding	3,259	1,164	2,000	3,000	1,000
Local Media	265	458	1,000	1,000	-
CONTRACTUAL SERVICES	75,179	114,201	80,300	119,500	39,200
Copier Charges	79	-	100	100	-
INTERNAL SERVICES	79	-	100	100	-
Postal Services	4,526	4,468	5,000	5,000	-
Telecommunications	275	682	800	800	-
Office Equipment	2,097	2,255	3,000	2,500	(500)
Mileage & Transportation	391	631	2,000	2,000	-

Expenditure Detail – continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Travel & Training	1,698	5,880	5,000	5,000	-
Dues & Memberships	2,545	4,554	3,000	4,500	1,500
Misc Charges & Fees	1,183	1,170	1,000	1,200	200
Background Check	-	11	-	-	-
Office Supplies	2,110	2,586	3,000	3,000	-
Books & Subscriptions	845	238	500	500	-
Other Operating Supplies	4,263	4,405	5,500	5,000	(500)
Awards, Plaques, Other	245	298	-	-	-
OTHER CHARGES	20,178	27,178	28,800	29,500	700
SUBTOTAL FINANCE	**533,248**	**598,703**	**637,200**	**687,300**	**50,100**
RISK MANAGEMENT					
Public Official Liability	4,475	4,475	5,000	7,500	2,500
General Liability	41,292	55,928	58,000	70,000	12,000
Claims & Bounties	-	5,000	2,500	-	(2,500)
OTHER CHARGES	45,767	65,403	65,500	77,500	12,000
TOTAL FINANCE	**579,015**	**664,106**	**702,700**	**764,800**	**62,100**

The Information Technology Department (IT) is responsible for the City's computer systems and connecting 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 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	FY 2016 Estimated	FY 2017 Projected
Number of Devices					
Number of workstations/computers	333	262	259	275	280
Number of laptops	62	95	106	121	130
Number of iPads/tablets	20	20	28	50	52
Number of servers (physical/virtual)	46/12	35/58	35/40	36/63	25/45
Number of network devices	40	47	49	69	75
Device Support					
Technical service call responses	379	925	1,110	1,481	1,174
Network Administration					
Network support call responses*	160	249	1,744	10,150	10,545
Programming					
Web programming requests	334	169	82	76	55
Custom application support requests	51	27	75	60	85
ERP support requests	85	68	127	214	340
Reporting/query requests	38	32	44	41	60
User Administration/Security					
Support call responses	262	330	1,128	842	1,286

*Increased automated notifications are being received and monitored more proactively.

Expenditure Summary:

Expenditure by Classification	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET
Personnel Services	712,420	755,874	778,800	737,600
Contractual Services	237,437	270,447	474,200	665,085
Internal Services	403	1,832	1,300	1,300
Other Charges	401,899	472,751	672,700	490,715
Capital	113,842	197,040	120,000	-
TOTAL EXPENDITURES	**1,466,001**	**1,697,944**	**2,047,000**	**1,894,700**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Information Technology	8	8	8	8	0
Total	**8**	**8**	**8**	**8**	**0**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	544,402	578,901	600,718	569,805	(30,913)
Overtime	1,014	337	1,000	1,000	-
FICA	40,252	42,876	42,947	39,985	(2,962)
VRS-Employer	66,938	69,132	71,485	54,708	(16,777)
Insurance Employer	6,425	6,913	7,148	7,466	318
Va Local Disability Plan	-	68	-	280	280
Worker's Compensation	599	480	497	471	(26)
Benefits Admin Fee	220	202	192	192	-
Employee Benefits	51,812	56,093	53,913	62,952	9,039
VRS Health Ins Credit	758	872	900	741	(159)
PERSONNEL	712,420	755,874	778,800	737,600	(41,200)
Software as a Service	7,064	36,184	72,600	127,840	55,240
Other Professional Services	26,610	40,524	47,500	117,500	70,000
Travel & Training	20,858	5,165	7,500	7,500	-
Repairs & Maintenance	26,722	8,729	-	14,000	14,000
Vehicle Repairs & Maintenance	-	-	200	200	-
Computer Hardware/Software	155,772	179,845	346,400	469,375	122,975
Printing & Binding	282	-	-	-	-
Local Media	129	-	-	-	-
CONTRACTUAL SERVICES	237,437	270,447	474,200	736,415	262,215
Equipment Fuel	132	63	300	300	-
Equipment Parts	60	375	300	300	-
Equipment Labor	185	1,088	300	300	-
Copier Charges	26	306	400	400	-
INTERNAL SERVICES	403	1,832	1,300	1,300	-
Postal Services	56	110	100	100	-
Telecommunications	120,517	124,519	106,500	107,460	960
Motor Vehicle Insurance	502	484	550	550	-
Mileage & Transportation	1,387	1,249	800	1,000	200

Expenditure Detail – continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Travel & Training	32,707	32,397	64,550	22,530	(42,020)
Dues & Memberships	295	294	325	350	25
Office Supplies	2,251	869	3,500	2,000	(1,500)
Vehicle & Equipment Fuels	58	20	50	100	50
Vehicle & Equipment Supplies	18	-	50	50	-
Books & Subscriptions	6,876	6,281	8,675	8,675	-
Other Operating Supplies	3,008	2,778	4,000	4,000	-
Computer Hardware/Software	234,224	303,750	483,600	272,570	(211,030)
OTHER CHARGES	401,899	472,751	672,700	419,385	(253,315)
Computer Equip & Software	113,842	197,040	120,000	-	(120,000)
CAPITAL	113,842	197,040	120,000	-	(120,000)
TOTAL INFO TECHNOLOGY	**1,466,001**	**1,697,944**	**2,047,000**	**1,894,700**	**(152,300)**

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:

Funding Sources	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Revenue from Commonwealth	6,702	6,861	7,000	7,000	-
Designated Revenue	6,702	6,861	7,000	7,000	-
Net General Tax Support	27,307	37,458	44,200	158,800	114,600

Expenditure Summary:

Expenditure by Classification	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Personnel Services	8,877	8,897	8,900	9,075	175
Contractual Services	23,181	31,689	37,100	60,500	23,400
Other Charges	1,951	3,733	5,200	96,225	91,025
TOTAL EXPENDITURES	**34,009**	**44,319**	**51,200**	**165,800**	**114,600**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	8,238	8,258	8,258	8,424	166
FICA	630	632	635	644	9
Worker's Compensation	9	7	7	7	-
PERSONNEL	8,877	8,897	8,900	9,075	175
Other Professional Services	3,865	4,380	6,500	10,000	3,500
Temporary Help/Other	9,468	14,804	17,000	22,000	5,000
Repairs & Maintenance	239	8,677	5,600	7,500	1,900
Computer Hardware/Software	8,662	2,620	6,000	9,000	3,000
Printing & Binding	947	1,208	2,000	12,000	10,000
CONTRACTUAL SERVICES	23,181	31,689	37,100	60,500	23,400
Postal Services	222	393	600	800	200
Mileage & Transportation	198	197	200	750	550
Travel & Training	242	374	600	1,750	1,150
Dues & Memberships	125	125	125	125	-
Misc Charges & Fees	750	1,500	1,500	1,500	-
Office Supplies	222	250	1,000	1,000	-
Food & Food Service	192	130	200	300	100
Other Operating Supplies	-	764	975	90,000	89,025
OTHER CHARGES	1,951	3,733	5,200	96,225	91,025
TOTAL ELECTORAL BOARD	**34,009**	**44,319**	**51,200**	**165,800**	**114,600**

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:

Output Measures	FY 2013	FY 2014	FY 2015	FY 2016 Estimated	FY 2017 Projected
Number of elections	3	1	2	2	2
Number of registered voters	15,500	14,840	15,028	15,120	17,000
Number of votes cast	6,961	5,779	24,236	19,274	15,000
Number of Officers of Election	160	145	140	99	240
Number of adds, changes, deletions & transferred out	5,015	5,400	2,999	5,525	5,500
Number of absentee ballot applications processed	406	353	469	367	1,500

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
- Recruited additional Officers of Election
- Developed and conducted advanced training programs for Officers of Election
- Secured State Board approval for, and carried out, experimental use of optical scan voting machines at two of six precincts during Presidential Primary election
- Assist Electoral Board in approving and purchase of new voting equipment mandated by the State
- Successfully relocated during March 1 Primary due to nearby protest and executed election without issue

General Government – Voter Registrar

Funding Sources:

Funding Sources	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Revenue from Commonwealth	34,740	33,267	33,000	33,000	-
Designated Revenue	34,740	33,267	33,000	33,000	-
Net General Tax Support	85,413	96,169	105,900	110,300	4,400

Expenditure Summary:

Expenditure by Classification	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Personnel Services	115,479	125,034	127,100	133,200	6,100
Contractual Services	398	1,073	4,600	2,100	(2,500)
Other Charges	4,276	3,329	7,200	8,000	800
TOTAL EXPENDITURES	**120,153**	**129,436**	**138,900**	**143,300**	**4,400**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Voter Registrar	2	2	2	2	0
Total	**2**	**2**	**2**	**2**	**0**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	84,079	87,832	85,491	84,221	(1,270)
Overtime	538	1,487	500	500	-
Part-time Non-Classified	4,898	10,638	15,309	15,309	-
FICA	6,603	7,402	7,455	7,628	173
VRS-Employer	10,385	9,674	10,174	8,087	(2,087)
Insurance Employer	997	967	1,017	1,103	86
VA Local Disability Plan	-	-	-	505	505
Worker's Compensation	100	82	84	83	(1)
Benefits Admin Fee	60	48	48	48	-
Employee Benefits	7,761	6,814	6,894	15,672	8,778
VRS Health Ins Credit	58	90	128	44	(84)
PERSONNEL	115,479	125,034	127,100	133,200	6,100

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Other Professional Services	-	-	1,000	1,000	-
Employment Agencies	-	-	2,500	-	(2,500)
Repairs & Maintenance	-	229	300	300	-
Printing & Binding	204	475	500	500	-
Local Media	194	369	300	300	-
CONTRACTUAL SERVICES	398	1,073	4,600	2,100	(2,500)
Postal Services	2,356	1,984	2,500	2,500	-
Office Equipment Lease	-	-	-	2,500	2,500
Mileage & Transportation	223	140	475	500	25
Travel & Training	250	267	750	1,000	250
Dues & Memberships	140	-	300	300	-
Office Supplies	254	417	500	500	-
Food & Food Service	-	47	100	100	-
Books & Subscriptions	165	177	100	100	-
Other Operating Supplies	875	297	975	500	(475)
Computer Hardware/Software	13	-	1,500	-	(1,500)
OTHER CHARGES	4,276	3,329	7,200	8,000	800
TOTAL REGISTRAR	**120,153**	**129,436**	**138,900**	**143,300**	**4,400**

Judicial Administration – Circuit Court

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

Goals and Objectives:

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

Funding Sources:

Funding Sources	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Local Revenue	72,237	73,449	75,000	75,000	-
Designated Revenue	72,237	73,449	75,000	75,000	-
Net General Tax Support	**8,307**	**9,918**	**16,700**	**15,100**	**(1,600)**

Expenditure Summary:

Expenditure by Classification	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Personnel Services	76,496	78,649	86,200	85,000	(1,200)
Contractual Services	408	924	200	200	-
Other Charges	3,640	3,794	5,300	4,900	(400)
TOTAL EXPENDITURES	**80,544**	**83,367**	**91,700**	**90,100**	**(1,600)**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Circuit Court	1	1	1	1	0
Total	**1**	**1**	**1**	**1**	**0**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	55,862	57,738	64,386	64,013	(373)
FICA	4,436	4,547	4,974	5,020	46
VRS-Employer	6,899	6,904	7,662	6,135	(1,527)
Insurance Employer	662	690	766	839	73
Worker's Compensation	69	53	62	58	(4)
Benefits Admin Fee	30	26	24	24	-
Employee Benefits	8,460	8,604	8,230	8,828	598
VRS Health Ins Credit	78	87	96	83	(13)
PERSONNEL	76,496	78,649	86,200	85,000	(1,200)
Printing & Binding	408	924	200	200	-
CONTRACTUAL SERVICES	408	924	200	200	-
Postal Services	188	135	300	200	(100)
Telecommunications	336	315	800	500	(300)
Office Equipment	2,190	1,999	2,000	2,000	-
Office Supplies	228	444	1,000	1,000	-
Books & Subscriptions	505	526	800	800	-
Other Operating Supplies	193	375	400	400	-
OTHER CHARGES	3,640	3,794	5,300	4,900	(400)
TOTAL CIRCUIT COURT	**80,544**	**83,367**	**91,700**	**90,100**	**(1,600)**

Judicial Administration – General District Court/Magistrate

The Winchester-Frederick General District Court is in the Twenty-sixth Judicial District of Virginia. It has original jurisdiction over traffic infractions and misdemeanant 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	FY 2015 Actual	2016 Estimated	2017 Projected
New Cases	44,103	37,093	35,318	33,000	37,000

Expenditure Summary:

Expenditure by Classification	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Personnel Services	3,574	6,817	7,000	7,000	-
Contractual Services	2,772	3,380	4,450	4,400	(50)
Other Charges	13,538	14,875	17,050	17,700	650
TOTAL EXPENDITURES	**19,884**	**25,072**	**28,500**	**29,100**	**600**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Part-time Non-Classified	3,317	6,328	6,500	6,500	-
Salary Supplement	-	-	-	-	-
FICA	254	484	495	495	-
Worker's Compensation	3	5	5	5	-
PERSONNEL	3,574	6,817	7,000	7,000	-
Legal Services	-	-	500	300	(200)
Repairs & Maintenance	-	-	150	100	(50)
Contracted Parking	2,772	3,380	3,800	4,000	200
CONTRACTUAL SERVICES	2,772	3,380	4,450	4,400	(50)
Postal Services	9,762	9,772	10,000	10,000	-
Office Equipment	2,338	3,021	4,000	4,500	500
Travel & Training	40	298	300	300	-
Dues & Memberships	220	-	300	300	-
Office Supplies	860	1,510	2,000	2,000	-
Books & Subscriptions	318	274	450	600	150
Other Operating Supplies	-	-	-	-	-
OTHER CHARGES	13,538	14,875	17,050	17,700	650
TOTAL GENERAL DIST COURT	**19,884**	**25,072**	**28,500**	**29,100**	**600**

MAGISTRATE

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Magistrate Operating	2,640	2,411	3,000	-	(3,000)
Telecommunications	-	-	-	1,500	1,500
Office Equipment - Lease	-	-	-	1,000	1,000
Office Supplies	-	-	-	500	500
OTHER CHARGES	2,640	2,411	3,000	3,000	-
TOTAL MAGISTRATE	**2,640**	**2,411**	**3,000**	**3,000**	**-**

Judicial Administration – Juvenile and Domestic Relations Court

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

Goals and Objectives:

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

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.

Caseload	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Projected
New Cases	8,033	8,159	7,829	8,000	8,100
Hearings Held	17,430	17,384	16,915	17,000	17,500

Expenditure Summary:

Expenditure by Classification	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Personnel Services	18,264	19,643	24,600	24,600	-
Contractual Services	2,635	3,030	3,500	3,500	-
Other Charges	22,048	24,693	26,300	28,400	2,100
TOTAL EXPENDITURES	**42,947**	**47,366**	**54,400**	**56,500**	**2,100**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Part-time Non-Classified	16,948	18,233	22,850	22,850	-
Salary Supplements	-	-	-	-	-
FICA	1,297	1,395	1,731	1,731	-
Worker's Compensation	19	15	19	19	-
PERSONNEL	18,264	19,643	24,600	24,600	-
Legal Services	-	120	200	200	-
Printing & Binding	367	-	-	-	-
Contracted Parking	2,268	2,910	3,300	3,300	-
CONTRACTUAL SERVICES	2,635	3,030	3,500	3,500	-
Postal Services	13,566	13,598	15,000	15,000	-
Office Equipment	5,405	6,152	7,000	8,600	1,600
Travel & Training	302	559	500	500	-
Dues & Memberships	276	196	500	500	-
Office Supplies	1,711	3,002	2,500	3,000	500
Food & Food Service	193	128	200	200	-
Books & Subscriptions	-	185	300	300	-
Other Operating Supplies	345	610	-	-	-
Awards, Plaques, Other	250	263	300	300	-
OTHER CHARGES	22,048	24,693	26,300	28,400	2,100
TOTAL J&D RELATIONS CRT	**42,947**	**47,366**	**54,400**	**56,500**	**2,100**

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:

Funding Sources	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Revenue from Commonwealth	367,632	346,834	338,500	358,350	19,850
Designated Revenue	367,632	346,834	338,500	358,350	19,850
Net General Tax Support	**120,477**	**154,911**	**171,200**	**150,550**	**(20,650)**

Expenditure Summary:

Expenditure by Classification	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Personnel Services	448,011	465,784	468,600	470,700	2,100
Contractual Services	20,237	17,673	16,550	16,500	(50)
Other Charges	19,861	18,288	24,550	21,700	(2,850)
TOTAL EXPENDITURES	**488,109**	**501,745**	**509,700**	**508,900**	**(800)**

Judicial Administration – Clerk of the Circuit Court

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Clerk of the Circuit Court	8	8	8	8	0
Total	**8**	**8**	**8**	**8**	**0**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	333,633	341,910	347,422	352,510	5,088
FICA	24,895	25,146	24,331	24,574	243
VRS-Employer	39,940	40,869	41,074	33,849	(7,225)
Insurance Employer	3,834	3,976	4,134	4,619	485
VA Local Disability Plan	71	346	350	361	11
Worker's Compensation	1,396	283	286	291	5
Benefits Admin Fee	226	208	192	192	-
Employee Benefits	43,982	53,046	50,811	54,304	3,493
VRS Health Ins Credit	34	-	-	-	-
PERSONNEL	448,011	465,784	468,600	470,700	2,100
Accounting & Auditing	2,447	2,258	3,000	3,000	-
Other Professional Services	2,250	3,339	3,000	3,000	-
Repairs & Maintenance	1,668	6,510	2,000	4,500	2,500
Computer Hardware/Software	12,270	650	6,550	2,000	(4,550)
Printing & Binding	452	3,316	1,000	1,000	-
Contracted Parking	1,150	1,600	1,000	3,000	2,000
CONTRACTUAL SERVICES	20,237	17,673	16,550	16,500	(50)
Postal Services	7,087	7,390	7,000	7,000	-
Office Equipment Lease	6,336	5,855	6,400	6,400	-
Mileage & Transportation	141	-	100	500	400
Travel & Training	147	-	750	500	(250)
Dues & Memberships	495	495	500	500	-
Office Supplies	5,517	4,054	7,500	5,000	(2,500)
Food & Food Service	37	-	100	100	-
Books & Subscriptions	6	-	-	-	-
Other Operating Supplies	95	94	200	200	-
Computer Hardware/Software	-	400	2,000	1,500	(500)
OTHER CHARGES	19,861	18,288	24,550	21,700	(2,850)
CLERK OF CIRCUIT COURT	**488,109**	**501,745**	**509,700**	**508,900**	**(800)**

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.
- To become an accredited Law Enforcement agency with the Virginia Law Enforcement Professional Standards Commission.

Performance Measures:

Indicators	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Persons passing through the metal	522,985	526,413	465,000	530,000	535,000
Number of days courthouse security provided	245	245	250	250	250
Civil papers served	12,908	13,184	14,321	15,000	15,500
Evictions	243	262	243	316	350
Temporary Detention Orders (mental	49	77	76	90	100
Prisoner transports	208	262	277	280	300
Extraditions of prisoners	56	79	61	100	120

Judicial Administration – City Sheriff/Courthouse Security

Funding Sources:

Funding Sources	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Local Revenue	93,758	87,065	110,000	88,000	(22,000)
Revenue from Commonwealth	348,071	338,089	343,000	356,100	13,100
Designated Revenue	441,829	425,154	453,000	444,100	(8,900)
Net General Tax Support	**867,144**	**785,797**	**889,200**	**999,600**	**110,400**

Expenditure Summary:

Expenditure by Classification	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Personnel Services	1,080,855	1,083,813	1,175,000	1,264,600	89,600
Contractual Services	27,181	11,136	31,300	31,650	350
Internal Services	26,641	16,983	25,000	25,000	-
Other Charges	71,762	70,255	79,300	91,450	12,150
Capital	102,534	28,764	31,600	31,000	(600)
TOTAL EXPENDITURES	**1,308,973**	**1,210,951**	**1,342,200**	**1,443,700**	**101,500**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Sheriff	12	12	15	15	0
Courthouse Security*	1	1	1	2	1
Total	**13**	**13**	**16**	**17**	**1**

*Position moved from JJC Department.

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
City Sheriff					
Regular	558,292	566,862	696,633	710,276	13,643
Overtime	32,198	33,628	27,500	37,500	10,000
Part-time Non-Classified	88,209	63,639	38,349	38,349	-
FICA	51,229	49,762	57,916	58,695	779
VRS-Employer	68,425	66,861	82,792	68,205	(14,587)
VRS -LODA	11,483	10,896	11,500	12,500	1,000
Retirees	17,766	19,260	10,500	14,500	4,000
Insurance Employer	6,569	6,686	8,260	9,307	1,047
Worker's Compensation	14,883	13,204	15,467	16,566	1,099
Benefits Admin Fee	347	304	331	355	24
Employee Benefits	68,656	75,329	88,753	108,947	20,194
VRS Health Ins Credit	265	274	599	-	(599)
PERSONNEL	918,322	906,705	1,038,600	1,075,200	36,600
Medical, Dental, & Hospital	35	-	-	-	-
Repairs & Maintenance	2,712	3,827	5,200	5,200	-
Vehicle Repairs & Maintenance	11,364	4,837	9,000	9,000	-
Computer Hardware/Software	-	173	-	-	-
Printing & Binding	1,179	1,261	1,000	1,000	-
Local Media	-	-	-	250	250
Laundry & Dry Cleaning	60	570	100	200	100
CONTRACTUAL SERVICES	15,350	10,668	15,300	15,650	350
Equipment Maintenance/Fuel	26,552	16,964	25,000	25,000	-
Equipment Parts	89	19	-	-	-
INTERNAL SERVICES	26,641	16,983	25,000	25,000	-
Postal Services	1,053	872	2,000	2,000	-
Telecommunications	7,783	4,862	3,400	3,400	-
Motor Vehicle Insurance	8,130	7,289	8,000	8,000	-
Office Equipment Lease	-	736	-	2,700	2,700
Mileage & Transportation	5,102	3,314	550	10,000	9,450
Travel & Training	3,561	6,780	6,000	6,000	-
Extradition of Prisoners	314	118	500	500	-
Dues & Memberships	8,966	11,124	15,000	15,000	-
Misc Charges & Fees	191	330	100	100	-
Office Supplies	1,862	2,521	2,100	2,100	-
Food & Food Service	706	325	200	200	-
Laundry & Janitorial	-	207	250	250	-
Vehicle & Equipment Fuels	2,252	3,092	3,700	3,700	-
Vehicle & Equipment Supplies	1,689	4,245	3,000	3,000	-
Police Supplies	21,897	14,118	17,100	17,100	-

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
City Sheriff - continued					
Uniforms & Apparel	3,479	5,512	11,800	11,800	-
Books & Subscriptions	-	-	100	100	-
Other Operating Supplies	4,777	1,312	2,500	2,500	-
Computer Hardware/Software	-	245	-	-	-
OTHER CHARGES	71,762	67,002	76,300	88,450	12,150
Motor Vehicle & Equipment	52,909	28,764	31,600	31,000	(600)
CAPITAL	52,909	28,764	31,600	31,000	(600)
TOTAL CITY SHERIFF	***1,084,984***	***1,030,122***	***1,186,800***	***1,235,300***	***48,500***
Courthouse Security					
Regular	48,130	53,705	39,122	66,202	27,080
Overtime	17,018	20,323	10,000	10,000	-
Part-time Non-Classified	74,901	78,778	64,000	80,000	16,000
FICA	10,719	11,680	9,814	11,887	2,073
VRS-Employer	5,979	5,599	4,655	6,357	1,702
Insurance Employer	574	560	465	867	402
VA Local Disability Plan	-	-	-	160	160
Worker's Compensation	3,181	3,351	3,157	2,996	(161)
Benefits Admin Fee	31	27	24	48	24
Employee Benefits	1,947	3,083	5,100	10,848	5,748
VRS Health Ins Credit	53	2	63	35	(28)
PERSONNEL	162,533	177,108	136,400	189,400	53,000
Repairs & Maintenance	8,981	468	10,000	10,000	-
Computer Hardware/Software	2,850	-	6,000	6,000	-
CONTRACTUAL SERVICES	11,831	468	16,000	16,000	-
Other Operating Supplies	-	3,253	3,000	3,000	-
Uniforms & Apparel	-	-	-	-	-
OTHER CHARGES	-	3,253	3,000	3,000	-
Motor Vehicle & Equipment	49,625	-	-	-	-
CAPITAL	49,625	-	-	-	-
TOTAL COURTHOUSE	***223,989***	***180,829***	***155,400***	***208,400***	***53,000***
TOTAL SHERIFF/ COURTHOUSE SECURITY	**1,308,973**	**1,210,951**	**1,342,200**	**1,443,700**	**101,500**

Judicial Administration – Juror Services

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

Goals and Objectives:

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

Expenditure Summary:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Juror Services - Grand Jury	3,000	5,000	5,000	5,000	-
Juror Services - Criminal Jury	7,000	12,000	12,000	12,000	-
Juror Services - Civil Jury	5,250	9,000	9,000	9,000	-
OTHER CHARGES	15,250	26,000	26,000	26,000	-
JUROR SERVICES	**15,250**	**26,000**	**26,000**	**26,000**	**-**

Judicial Administration – Commonwealth Attorney

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

Goals and Objectives:

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

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

Outcomes/Trends

Cases Prosecuted	**2013 Actual**	**2014 Actual**	**2015 Actual**	**2016 Estimated**	**2017 Projected**
Juvenile Court – Juvenile & Domestic	1,500	1,400	2,162	2,200	2,500
General District Court	4,299	4,345	7,577	7,800	8,000
Circuit Court	2,007	1,700	9,006	9,000	9,200
Total Prosecuted Cases	**7,806**	**7,445**	**18,745**	**19,000**	**19,700**

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

Funding Sources:

Funding Sources	**FY 2014 ACTUAL**	**FY 2015 ACTUAL**	**FY 2016 ORIGINAL BUDGET**	**FY 2017 ADOPTED BUDGET**	**FY 2017 BUDGET Inc/(Dec)**
Revenue from Commonwealth	713,945	708,387	680,000	748,800	68,800
Designated Revenue	713,945	708,387	680,000	748,800	68,800
Net General Tax Support	**350,218**	**505,126**	**655,400**	**435,100**	**(220,300)**

Judicial Administration – Commonwealth Attorney

Expenditure Summary:

Expenditure by Classification	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Personnel Services	1,026,262	1,118,972	1,127,500	1,143,400	15,900
Contractual Services	1,548	32,039	3,000	5,800	2,800
Other Charges	36,353	62,502	204,900	34,700	(170,200)
TOTAL EXPENDITURES	**1,064,163**	**1,213,513**	**1,335,400**	**1,183,900**	**(151,500)**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Commonwealth Attorney	13	14	14	15	1
Total	**13**	**14**	**14**	**15**	**1**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	760,961	847,412	861,835	885,224	23,389
Overtime	-	62	-	-	-
Part-time Non-Classified	14,404	6,818	-	-	-
FICA	56,570	62,943	60,096	64,120	4,024
VRS-Employer	93,858	99,266	102,418	84,996	(17,422)
Insurance Employer	9,009	9,673	10,256	11,598	1,342
VA local Disability Plan	-	251	182	935	753
State Unemployment Tax	451	-	-	-	-
Worker's Compensation	953	668	674	1,722	1,048
Flex Benefits Admin Fee	370	358	336	360	24
Flex Benefits -Employee	89,622	91,422	91,491	94,393	2,902
VRS Health Ins Credit	64	99	212	52	(160)
PERSONNEL	1,026,262	1,118,972	1,127,500	1,143,400	15,900
Repairs & Maintenance	1,026	4,530	2,000	4,800	2,800
Computer Hardware/Software	350	27,282	-	-	-
Printing & Binding	102	227	1,000	1,000	-
Contracted Parking	70	-	-	-	-
CONTRACTUAL SERVICES	1,548	32,039	3,000	5,800	2,800
Postal Services	2,045	1,738	2,000	2,000	-
Telecommunications	156	156	10,000	200	(9,800)

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Office Equipment	5,310	5,418	6,100	5,300	(800)
Lease of Building	-	-	161,000	-	(161,000)
Mileage & Transportation	2,889	2,661	2,150	2,500	350
Court Witness	691	1,758	-	-	-
Travel & Training	7,207	11,902	6,450	7,000	550
Dues & Memberships	2,703	2,870	2,800	3,000	200
Misc Charges & Fees	-	198	-	-	-
Office Supplies	2,286	23,202	4,000	4,000	-
Food & Food Service	654	811	700	700	-
Books & Subscriptions	3,941	3,695	4,000	4,000	-
Other Operating Supplies	1,882	3,897	5,700	6,000	300
Computer Hardware/Software	6,589	4,196	-	-	-
OTHER CHARGES	36,353	62,502	204,900	34,700	(170,200)
TOTAL COMMONWEALTH ATTORNEY	**1,064,163**	**1,213,513**	**1,335,400**	**1,183,900**	**(151,500)**

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:

Funding Sources	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Revenue from Commonwealth	50,021	19,677	50,000	25,000	(25,000)
Revenue from Federal	50,021	77,282	50,000	117,164	67,164
Designated Revenue	100,042	96,959	100,000	142,164	42,164
Net General Tax Support	**41,867**	**48,145**	**46,700**	**60,336**	**13,636**

Judicial Administration – Victim Witness

Expenditure Summary:

Expenditure by Classification	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Personnel Services	141,909	145,104	146,700	178,821	32,121
Contractual Services	-	-	-	5,932	5,932
Other Charges	-	-	-	17,747	17,747
TOTAL EXPENDITURES	**141,909**	**145,104**	**146,700**	**202,500**	**55,800**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Victim Witness	2	2	2	2	0
Total	**2**	**2**	**2**	**2**	**0**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	108,275	111,498	113,194	122,604	9,410
Part-time Non-classified	-	-	-	21,060	21,060
FICA	8,138	8,350	8,489	10,755	2,266
VRS-Employer	13,372	13,328	13,470	11,780	(1,690)
Insurance Employer	1,283	1,333	1,347	1,607	260
Worker's Compensation	107	92	94	119	25
Benefits Admin Fee	60	52	48	48	-
Employee Benefits	10,523	10,333	9,888	10,848	960
VRS Health Ins Credit	151	118	170	-	(170)
PERSONNEL	141,909	145,104	146,700	178,821	32,121
Professional Services	-	-	-	3,232	3,232
Computer Hardware/Software	-	-	-	400	400
Printing & Binding	-	-	-	1,500	1,500
Contracted Parking	-	-	-	800	800
CONTRACTUAL SERVICES	-	-	-	5,932	5,932
Postal Services	-	-	-	1,400	1,400
Telecommunications	-	-	-	1,620	1,620
Mileage & Transportation	-	-	-	825	825
Travel & Training	-	-	-	4,777	4,777
Dues & Memberships	-	-	-	225	225

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Office Supplies	-	-	-	7,700	7,700
Food & Food Service	-	-	-	200	200
Other Operating Supplies	-	-	-	1,000	1,000
OTHER CHARGES	-	-	-	17,747	17,747
TOTAL VICTIM WITNESS	**141,909**	**145,104**	**146,700**	**202,500**	**55,800**

Public Safety – Police Department

Mission Statement

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

Council Goal: Advance the quality of life for all Winchester residents

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, and the reduction of abuse of illegal substances.
- 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

Crime Statistics	2011	2012	2013	2014	2015
Grand Theft	182	219	212	269	179
Motor Vehicle Theft	26	24	28	33	27
Robbery	29	17	28	16	22
Rape	2	10	8	8	5
Breaking & Entering	113	167	108	120	123

Emergency Management Services:

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

Short Term Performance Measures:

- Comprehensive Radio Communications Project - Finalize 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.

- Complete ESF-2 Transportation – Collaborate with other City Departments to establish a transportation annex addressing evacuation routes and means of transporting citizens and others from specific areas of the City as needed due to emergency situations.

- Community Emergency Response Team (CERT) – Continue to 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.

- 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.

- Local Emergency Preparedness Committee (LEPC) – Continue participation in support of the LEPC 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 Advanced Academy.

- Prioritize Emergency Support Functions and prioritize three to be completed and exercised within the 2016-17 Fiscal Year.

- Regional Exercise – Participate with the Virginia Department of Emergency Management and the other jurisdictions within the region to design, sponsor and execute a regional exercise.

- Polycom System – Act as the Fiscal Agent for the receipt and distribution of a Pass through Grant enabling the purchase, installation and implementation of a Polycom System in each of the jurisdiction creating audio/visual interoperability between each of the jurisdictions.

- Active Shooter Exercise – Conduct a Full Scale Active Shooter Exercise in collaboration with Winchester Schools, Police, Fire & Rescue, Parks & Recreation and other internal and external agencies.

Long Term Performance Measures:

- 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.

- Continue 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. This was accomplished with the Winchester School Systems during 2016

- Implement an Emergency Operations Center (EOC) Training Program for City Staff creating an improved functional capability of all departments concerning EOC operations.

- Continue review of Emergency Operations Plan (EOP) in preparation for review and re-adoption of City Council during 2014.

- Emergency Operations Center – Improve operational capabilities of the Emergency Operations Center

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:

Funding Sources	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Miscellaneous Revenue	2,870	-	-	-	-
Recovered Costs	62,724	18,045	10,000	-	(10,000)
Commonwealth	863,955	872,442	869,000	896,000	27,000
Federal	292,931	97,753	38,900	39,600	700
Subtotal Designated Revenue	1,222,480	988,240	917,900	935,600	17,700
Net General Tax Support	**7,468,216**	**7,868,391**	**8,189,200**	**8,370,850**	**181,650**

Public Safety – Police Department

Staffing Summary:

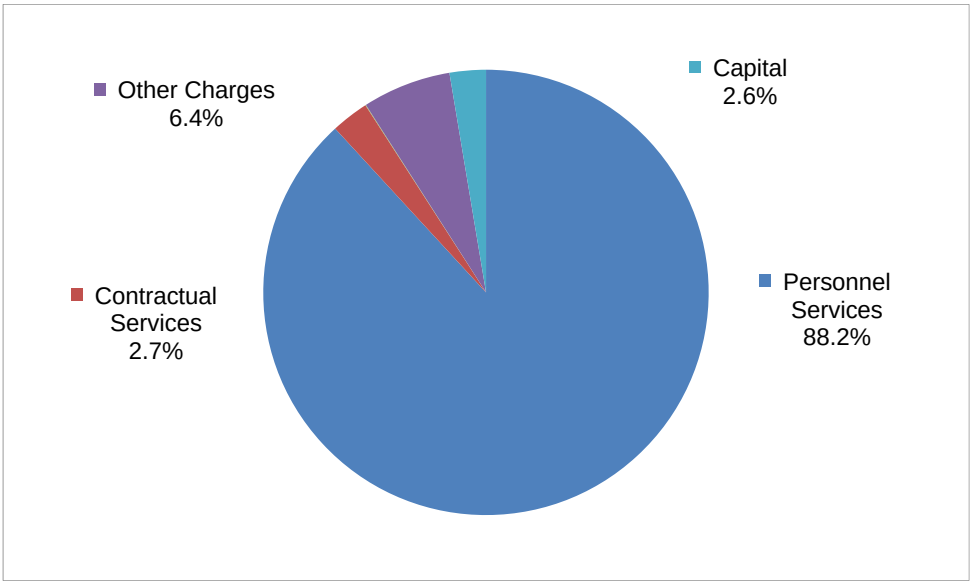
Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Police	87.5	87	87	87	0
Animal Control	2	2	2	2	0
Emergency Management	0	1	2	2	0
Emergency Communications*	15	15	15	15	0
Total Full-Time	**104.5**	**105**	**106**	**106**	**0**
Total Sworn Police	**76.5**	**76**	**77**	**77**	**0**

*1 Full-time position unfunded.

Expenditure Summary:

Expenditure by Division	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Police	7,473,634	7,640,335	7,842,700	7,979,300	136,600
Police Grants	54,661	47,636	27,300	49,300	22,000
Animal Warden	172,926	106,275	139,400	137,350	(2,050)
Emergency Services	56,338	103,862	134,800	158,500	23,700
Emergency Communications	933,137	958,523	962,900	982,000	19,100
TOTAL EXPENDITURES	**8,690,696**	**8,856,631**	**9,107,100**	**9,306,450**	**199,350**

FY 2017 Expenditures by Classification



Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Police					
Regular	4,421,596	4,610,298	4,656,395	4,785,433	129,038
Overtime	326,828	309,664	345,000	318,000	(27,000)
Part-time Non-classified	99,253	116,394	141,000	175,000	34,000
FICA	361,051	375,975	362,210	371,631	9,421
VRS-Employer	532,915	548,621	548,952	460,274	(88,678)
VRS-LODA	39,670	39,432	42,000	42,000	-
Retirees	35,532	35,952	35,000	35,000	-
Insurance-Employer	51,085	54,866	55,913	62,691	6,778
VA Local Disability Plan	9	218	221	227	6
Worker's Compensation	104,153	99,697	105,179	110,855	5,676
Clothing Allowance	7,972	11,429	12,000	12,000	-
Tuition Assistance	3,925	1,262	6,000	6,000	-
Benefits Admin Fee	2,486	1,256	2,088	2,088	-
Employee Benefits	551,046	579,098	551,495	619,080	67,585
VRS Health Insurance Credit	6,029	6,918	7,047	6,221	(826)
PERSONNEL	6,543,550	6,791,080	6,870,500	7,006,500	136,000
Medical, Dental, & Hospital	6,165	5,036	6,500	6,500	-
Medical Examiner-Coroner	752	760	1,000	1,000	-
Interpreter Fees	11,540	13,862	20,000	20,000	-
Other Professional Services	12,761	15,458	16,500	17,045	545
National Guard Personnel	-	-	15,000	15,000	-
Training/Education	-	860	-	-	-
Repairs & Maintenance	6,030	3,808	7,000	7,000	-
Vehicle Repairs & Maintenance	136,481	91,296	115,000	115,000	-
Computer Service Contracts	19,243	20,501	-	-	-
Printing & Binding	6,734	4,202	6,500	6,500	-
Local Media	172	-	-	-	-
Laundry & Dry Cleaning	103	75	300	300	-
Probation Monitoring/ASAP	14,140	15,045	14,200	14,200	-
Food Services - Catering	1,200	1,194	1,200	1,200	-
CONTRACTUAL SERVICES	215,321	172,097	203,200	203,745	545
Parts	283	30	300	300	-
Labor	369	-	-	-	-
Copier Charges	69	-	-	-	-
INTERNAL SERVICES	721	30	300	300	-
Electrical Services	4,011	4,406	3,500	3,500	-
Postal Services	3,373	4,703	5,000	5,000	-
Telecommunications	47,049	40,553	38,100	46,355	8,255

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Police - continued					
Motor Vehicle Insurance	42,932	43,322	44,300	44,300	-
Group Accident	310	310	500	500	-
Law Enforcement Liability	16,461	16,461	16,500	16,500	-
Office Equipment Rental	3,304	3,245	7,000	7,000	-
Mileage & Transportation	1,209	1,093	700	700	-
Travel & Training	22,809	22,456	25,000	25,000	-
NW VA Reg Drug Task Force	9,421	11,258	9,500	11,500	2,000
Dues & Memberships	35,774	38,962	41,100	44,500	3,400
Misc Charges & Fees	30	976	100	100	-
Background Checks	700	720	-	-	-
Office Supplies	9,413	9,385	10,500	10,500	-
Food & Food Service	796	275	750	750	-
Landscaping/Agricultural Supplies	1,311	1,300	1,450	1,450	-
Medical & Laboratory	716	909	1,500	1,500	-
Laundry & Janitorial	-	11	100	100	-
Vehicle & Equipment Fuels	170,750	128,307	190,800	125,000	(65,800)
Vehicle & Equipment Supplies	3,114	2,665	2,500	2,500	-
Police Supplies	76,016	62,530	80,400	108,500	28,100
Uniforms & Apparel	28,985	23,025	27,300	34,500	7,200
Books & Subscriptions	930	1,731	1,500	1,500	-
Other Operating Supplies	15,709	13,716	15,000	24,000	9,000
Computer Supplies	159	1,435	-	-	-
K9 Dog Supplies	407	913	1,000	9,000	8,000
Awards, Plaques, Other	210	27	500	500	-
Community Policing	-	-	-	-	-
Crime Prevention	-	168	-	-	-
OTHER CHARGES	495,899	434,862	524,600	524,755	155
Motor Vehicle & Equipment	218,143	242,266	244,100	244,000	(100)
CAPITAL	218,143	242,266	244,100	244,000	(100)
TOTAL POLICE	***7,473,634***	***7,640,335***	***7,842,700***	***7,979,300***	***136,600***
Police Grants					
Overtime	26,695	25,198	21,500	21,500	-
FICA	2,028	1,638	1,600	1,600	-
VRS-Employer	192	101	200	200	-
Insurance-Employer	5	1	-	-	-
Worker's Compensation	585	445	500	500	-
VRS Health Insurance Credit	1	-	-	-	-
PERSONNEL	29,506	27,383	23,800	23,800	-

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Police Grants - continued					
Medical, Dental, & Hospital	-	-	-	-	-
Repairs & Maintenance	-	-	-	-	-
CONTRACTUAL SERVICES	-	-	-	-	-
Travel & Training	-	498	-	-	-
Office Supplies	1,320	260	-	-	-
Police Supplies	11,228	4,122	-	22,000	22,000
Uniforms & Apparel	1,740	11,085	-	-	-
Other Operating Supplies	9,200	4,288	3,500	3,500	-
Computer Equipment & Supplies	1,667	-	-	-	-
OTHER CHARGES	25,155	20,253	3,500	25,500	22,000
TOTAL POLICE GRANTS	***54,661***	***47,636***	***27,300***	***49,300***	***22,000***
Animal Control					
Regular	91,329	68,603	88,379	88,643	264
Overtime	10,701	4,331	8,000	8,000	-
FICA	7,703	5,497	7,625	7,285	(340)
VRS-Employer	11,303	8,310	10,517	8,511	(2,006)
Retirees	4,154	4,154	4,300	4,300	-
Insurance Employer	1,085	831	1,052	1,161	109
Worker's Compensation	1,541	1,426	2,073	1,735	(338)
Benefits Admin Fee	60	42	48	48	-
Employee Benefits	13,498	11,240	13,173	14,252	1,079
VRS Health Ins Credit	128	105	133	115	(18)
PERSONNEL	141,502	104,539	135,300	134,050	(1,250)
Telecommunications	506	1,015	750	1,000	250
Travel & Training	300	467	1,000	500	(500)
Dues & Memberships	-	-	100	100	-
Office Supplies	68	-	100	100	-
Landscaping/Agricultural Supplies	-	-	50	-	(50)
Uniforms & Apparel	481	247	1,500	1,000	(500)
Other Operating Supplies	-	7	600	600	-
OTHER CHARGES	1,355	1,736	4,100	3,300	(800)
Motor Vehicle & Equipment	30,069	-	-	-	-
CAPITAL	30,069	-	-	-	-
TOTAL ANIMAL CONTROL	***172,926***	***106,275***	***139,400***	***137,350***	***(2,050)***

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Emergency Services					
Regular	-	15,031	54,750	84,923	30,173
Overtime	1,727	3,092	-	-	-
Part-time Non-Classified	43,035	53,972	44,000	25,000	(19,000)
FICA	3,424	5,377	8,211	8,378	167
VRS-Employer	-	1,666	6,466	8,154	1,688
Insurance Employer	-	167	887	1,113	226
VA Local Disability Plan	-	83	330	510	180
Worker's Compensation	521	265	98	91	(7)
Benefits Admin Fee	-	10	36	48	12
Employee Benefits	-	3,419	7,210	15,672	8,462
VRS Health Insurance Credit	-	21	112	111	(1)
PERSONNEL	48,707	83,103	122,100	144,000	21,900
Repairs & Maintenance	25	12,260	-	-	-
Printing & Binding	35	892	1,000	1,000	-
CONTRACTUAL SERVICES	60	13,152	1,000	1,000	-
Fuel	782	598	1,000	700	(300)
Parts	1,223	707	900	1,200	300
Labor	2,931	1,273	1,000	1,500	500
INTERNAL SERVICES	4,936	2,578	2,900	3,400	500
Postal Services	100	100	100	100	-
Telecommunications	724	1,164	1,700	2,000	300
Motor Vehicle Insurance	1,224	1,185	1,600	1,600	-
Office Equipment	198	162	400	400	-
Mileage & Transportation	151	114	500	500	-
Travel & Training	-	-	600	1,000	400
Dues & Memberships	135	75	100	200	100
Office Supplies	103	848	1,200	1,200	-
Food & Food Service	-	-	100	100	-
Vehicle & Equipment Fuels	-	-	100	100	-
Vehicle & Equipment Supplies	-	120	400	400	-
Other Operating Supplies	-	1,261	2,000	2,500	500
OTHER CHARGES	2,635	5,029	8,800	10,100	1,300
Motor Vehicle & Equipment	-	-	-	-	-
CAPITAL	-	-	-	-	-
TOTAL EMERGENCY SERVICES	***56,338***	***103,862***	***134,800***	***158,500***	***23,700***

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Emergency Communications					
Regular	492,471	504,973	570,578	599,904	29,326
Overtime	88,864	76,155	60,000	55,000	(5,000)
Part-time Non-Classified	26,168	25,935	22,942	22,942	-
FICA	43,902	44,044	51,048	51,677	629
VRS-Employer	59,139	60,150	73,135	57,602	(15,533)
Insurance Employer	5,676	6,009	7,313	7,860	547
VA Local Disability Plan	-	86	-	958	958
Worker's Compensation	638	483	575	560	(15)
Benefits Admin Fee	312	282	336	336	-
Employee Benefits	75,977	81,319	91,151	97,781	6,630
VRS Health Ins Credit	670	758	922	780	(142)
PERSONNEL	793,817	800,194	878,000	895,400	17,400
Other Professional Services	-	-	8,300	8,300	-
Repairs & Maintenance	10,483	703	-	-	-
Computer Hardware/Software	64,128	85,349	-	-	-
E911 Name/Address Service	35,205	39,701	41,800	41,800	-
Printing & Binding	277	-	400	400	-
CONTRACTUAL SERVICES	110,093	125,753	50,500	50,500	-
Postal Services	190	-	200	200	-
Telecommunications	9,882	10,760	9,805	9,805	-
Property Insurance	128	142	-	-	-
Travel & Training	3,199	5,105	5,000	5,000	-
Dues & Memberships	6,753	6,724	7,660	7,660	-
Misc Charges & Fees	170	-	-	-	-
Office Supplies	1,796	2,630	3,935	5,635	1,700
Food & Food Service	802	1,112	1,200	1,200	-
Repair & Maintenance	86	-	-	-	-
Vehicle & Equipment Fuels	122	42	100	100	-
Uniforms & Apparel	1,985	1,894	2,200	2,200	-
Books & Subscriptions	-	237	200	200	-
Other Operating Supplies	4,114	3,881	4,000	4,000	-
Computer Hardware/Software	-	-	-	-	-
Awards, Plaques, Other	-	49	100	100	-
OTHER CHARGES	29,227	32,576	34,400	36,100	1,700
TOTAL ECC	***933,137***	***958,523***	***962,900***	***982,000***	***19,100***
TOTAL POLICE DEPARTMENT	**8,690,696**	**8,856,631**	**9,107,100**	**9,306,450**	**199,350**

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 Goals:

- Advance the quality of life for all Winchester residents
- Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation

Fire Department Objectives:

- Increase the number of volunteer firefighters by improving recruitment and retention strategies and programs
- Create an informal CIP between City and Volunteer Fire Companies to enhance the department's ability to serve the community efficiently
- Improve cardiac arrest resuscitation rate
- Continue enhancements to proactive code enforcement through CRT process
- Complete the public safety radio communication project and management program
- Complete ESF-6 Mass Care tabletop, functional and full-scale exercises
- Conduct an Active-Shooter full-scale exercise
- Continue implementation of Fire & Rescue staffing plan to meet NFPA 1710 standard

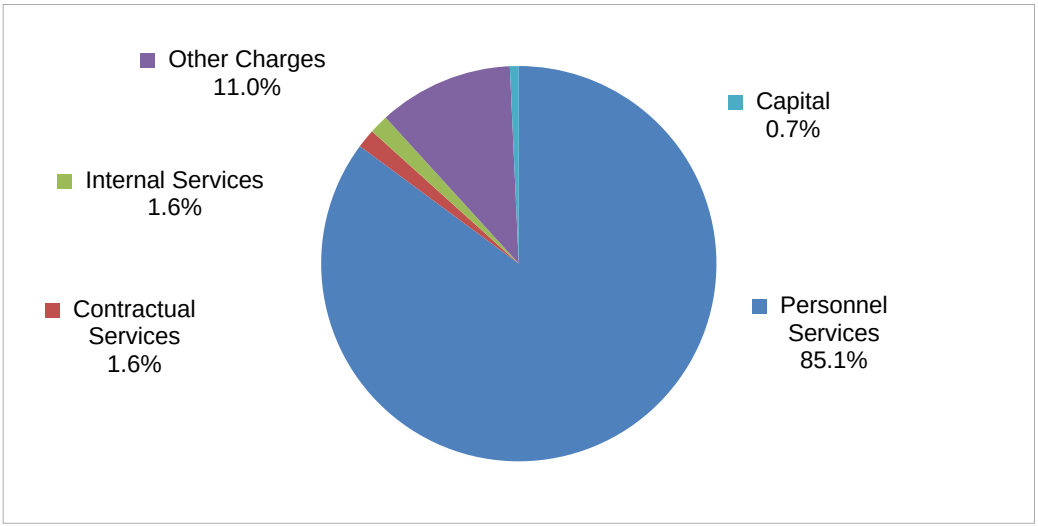
Outcome Targets/Trends

Objective	FY2014		FY2015		FY2016		FY2017
	Request/ Adopt	Actual	Request/ Adopt	Actual	Request/ Adopt	Actual	Request/ Goals
New Firefighters	7	2	9	2	10	2	0
Avoidable Accidents while Responding	<=2	3	<=2		<=2	TBD	<=2
Incident Related Casualties to Firefighters	<=2	1	<=2	0	<=2	TBD	<=2
Emergency Incident Response <=4 minutes	>54%	48.88%	>54%	53.4%	>54%	TBD	>54%
ALS on Scene <=6 minutes	>96%	82.23%	>96%	94.78%	>96%	TBD	>96%
All Cardiac Resuscitation Rate	>=30%	17.14%	>=30%	40%	>=40%	TBD	>=40%
V-Fib/V-Tach Cardiac Resuscitation Rate	n/a	n/a	n/a	n/a	>=40%	TBD	>=50%
V-Fib/V-Tach Hospital Discharge Rate	n/a	n/a	n/a	n/a	>=30%	TBD	>=30%

Expenditure Summary:

Expenditures by Division	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Fire	4,957,103	5,234,312	5,555,800	5,623,700	67,900
Fire Grants	209,190	263,898	661,400	288,800	(372,600)
Hazardous Materials	41,195	50,210	61,900	61,900	-
TOTAL EXPENDITURES	**5,207,488**	**5,548,420**	**6,279,100**	**5,974,400**	**(304,700)**
Expenditure by Classification					
Personnel Services	4,528,009	4,771,977	5,066,000	5,085,900	19,900
Contractual Services	115,809	106,979	92,500	92,500	-
Internal Services	20,346	15,072	93,500	93,500	-
Other Charges	497,512	540,636	902,900	659,500	(243,400)
Capital	45,812	113,756	124,200	43,000	(81,200)
TOTAL EXPENDITURES	**5,207,488**	**5,548,420**	**6,279,100**	**5,974,400**	**(304,700)**

FY 2017 Expenditures by Classification



Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Fire	59	61	62	62	0
Emergency Medical	0	0	0	0	0
Fire Grants	0	0	0	0	0
Hazardous Materials	0	0	0	0	0
Total Full-Time	**59.0**	**61.0**	**62.0**	**62.0**	**0**
Total Firefighters	**57.0**	**59.0**	**59.0**	**59.0**	**0**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
FIRE & RESCUE					
Regular	2,927,423	3,180,165	3,406,576	3,457,530	50,954
Overtime	332,475	305,953	318,000	272,600	(45,400)
Non-classified Part-time	17,968	20,951	20,000	22,000	2,000
FICA	246,500	253,938	259,394	269,487	10,093
VRS-Employer	352,662	382,839	392,478	331,986	(60,492)
VRS - LODA	41,235	38,005	43,000	38,000	(5,000)
Retirees	45,064	36,267	41,300	37,000	(4,300)
Insurance-Employer	34,509	38,838	39,948	45,303	5,355
VA Local Disability Plan	-	87	134	222	88

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
FIRE & RESCUE - continued					
SUTA	3,780	6,048	-	-	-
Worker's Compensation	126,952	109,511	138,156	158,655	20,499
Benefits Admin Fee	1,626	1,482	1,504	1,488	(16)
Employee Benefits	334,016	384,785	385,111	431,833	46,722
VRS Health Insurance Credit	4,072	4,933	5,099	4,496	(603)
PERSONNEL	4,468,282	4,763,802	5,050,700	5,070,600	19,900
Medical, Dental, & Hospital	16,507	17,095	27,100	27,100	-
Hepatitis Maintenance Program	467	566	1,000	1,000	-
Other Professional Services	24,690	14,360	12,000	12,000	-
Training/Education	4,816	1,943	1,100	1,100	-
Repairs & Maintenance	23,869	21,198	11,400	11,400	-
Vehicle Repairs & Maintenance	5,226	5,005	2,500	2,500	-
Fire Apparatus Testing	-	1,160	1,000	1,000	-
Computer Hardware/Software	742	532	-	-	-
Printing & Binding	2,078	1,366	1,500	1,500	-
Local Media	1,767	-	-	-	-
Laundry & Dry Cleaning	16,752	21,359	16,300	16,300	-
Volunteer Fire Stations	784	-	500	500	-
Refuse Service	100	-	-	-	-
Food Services	1,551	-	800	800	-
CONTRACTUAL SERVICES	99,349	84,584	75,200	75,200	-
Fuel	16,637	13,830	92,000	92,000	-
INTERNAL SERVICES	16,637	13,830	92,000	92,000	-
Electrical Services	1,547	2,276	1,800	1,800	-
Water & Sewer	23,755	34,013	25,000	25,000	-
Postal Services	534	757	700	700	-
Telecommunications	5,907	7,175	4,500	4,500	-
Property Insurance	737	765	800	800	-
Motor Vehicle Insurance	3,562	3,352	4,000	4,000	-
Group Accident	12,706	13,233	14,000	14,000	-
Office Equipment	1,808	-	1,000	1,000	-
Mileage & Transportation	708	436	200	200	-
Travel & Training	13,600	12,179	10,000	10,000	-
Volunteer Fire Department	192,000	192,000	192,000	192,000	-
Volunteer Fireman Incentive Program	132	259	500	500	-
Dues & Memberships	1,168	2,433	3,800	3,800	-
Misc Charges & Fees	3,162	1,055	-	-	-
Background Checks	61	61	-	-	-

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
FIRE & RESCUE - continued					
Office Supplies	3,649	5,134	3,200	3,200	-
Food & Food Service	3,678	2,225	1,000	1,000	-
Medical & Laboratory	14,882	23,421	14,000	14,000	-
Laundry & Janitorial	673	1,857	1,300	1,300	-
Repairs & Maintenance	-	-	-	-	-
Vehicle & Equipment Fuels	3,475	1,985	2,000	2,000	-
Vehicle & Equipment Supplies	2,018	1,578	1,000	1,000	-
Uniforms & Apparel	18,550	24,706	29,100	34,100	5,000
Books & Subscriptions	508	1,029	4,500	4,500	-
Other Operating Supplies	14,095	37,042	23,500	23,500	-
Computer Hardware/Software	4,108	3,125	-	-	-
OTHER CHARGES	327,023	372,096	337,900	342,900	5,000
Machinery & Equipment	45,812	-	-	43,000	43,000
CAPITAL	45,812	-	-	43,000	43,000
TOTAL FIRE	***4,957,103***	***5,234,312***	***5,555,800***	***5,623,700***	***67,900***
FIRE GRANTS					
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	-	7,100	-	-	-
Other Purchased Services	89	275			
CONTRACTUAL SERVICES	89	7,375	-	-	-
Telecommunications	-	-	-	6,800	6,800
Travel & Training	19,300	8,142	7,000	7,000	-
Medical & Laboratory	6,081	11,078	8,500	8,500	-
Uniforms & Apparel	45,157	62,466	31,000	119,800	88,800
Books & Subscriptions	850	3,111	6,000	4,700	(1,300)
Other Operating Supplies	47,093	57,006	484,700	142,000	(342,700)
Computer Hardware/Software	40,249	964	-	-	-
OTHER CHARGES	158,730	142,767	537,200	288,800	(248,400)

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
FIRE GRANTS - continued					
Machinery & Equipment	-	113,756	124,200	-	(124,200)
CAPITAL	-	113,756	124,200	-	(124,200)
TOTAL FIRE GRANTS	***209,190***	***263,898***	***661,400***	***288,800***	***(372,600)***
HAZARDOUS MATERIAL					
Regular	6,918	5,857	11,154	11,154	-
FICA	527	448	955	955	-
VRS-Employer	782	759	1,327	1,327	-
Insurance Employer	75	76	133	133	-
VA Local Disability Plan	-	38	66	66	-
Worker's Compensation	8	5	9	9	-
Benefits Admin Fee	6	4	8	8	-
Employee Benefits	1,031	978	1,631	1,631	-
VRS Health Ins Credit	9	10	17	17	-
PERSONNEL	9,356	8,175	15,300	15,300	-
Medical, Dental, & Hospital	10,830	12,613	10,700	10,700	-
Repairs & Maintenance	404	917	1,500	1,500	-
Vehicle Repairs & Maintenance	2,125	890	5,100	5,100	-
Volunteer Fire Stations	3,012	600	-	-	-
CONTRACTUAL SERVICES	16,371	15,020	17,300	17,300	-
Fuel	394	404	500	500	-
Parts	2,790	363	500	500	-
Labor	525	475	500	500	-
INTERNAL SERVICES	3,709	1,242	1,500	1,500	-
Postal Services	9	10	100	100	-
Telecommunications	1,605	1,300	3,000	3,000	-
Motor Vehicle Insurance	2,244	2,166	2,400	2,400	-
Office Equipment	354	354	500	500	-
Mileage & Transportation	-	-	100	100	-
Travel & Training	2,572	1,197	1,100	1,100	-
Office Supplies	89	-	200	200	-
Food & Food Service	-	50	-	-	-
Vehicle & Equipment Fuels	60	81	100	100	-
Vehicle & Equipment Supplies	-	-	100	100	-

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
HAZARDOUS MATERIAL- continued					
Books & Subscriptions	116	-	200	200	-
Other Operating Supplies	4,710	20,615	20,000	20,000	-
Computer Hardware/Software	-	-	-	-	-
OTHER CHARGES	11,759	25,773	27,800	27,800	-
TOTAL HAZARDOUS MATERIAL	***41,195***	***50,210***	***61,900***	***61,900***	***-***
TOTAL FIRE DEPARTMENT	**5,207,488**	**5,548,420**	**6,279,100**	**5,974,400**	**(304,700)**

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:

- Provide intake services
- Investigations and reports for the Juvenile Court
- Provide probation supervision
- Provide parole supervision

Goals and Objectives:

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

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Contracted Parking	1,638	1,685	2,400	2,400	-
CONTRACTUAL SERVICES	1,638	1,685	2,400	2,400	-
Telecommunications	210	215	250	250	-
Lease of Buildings	-	-	101,000	-	(101,000)
Office Supplies	-	-	2,400	2,400	-
Food & Food Service	388	391	400	400	-
Other Operating Supplies	-	-	50	50	-
OTHER CHARGES	598	606	104,100	3,100	(101,000)
TOTAL PROBATION	**2,236**	**2,291**	**106,500**	**5,500**	**(101,000)**

Public Safety – Inspections

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

Council Goals:

- ***Encourage sustainable growth and partnerships through business and workforce development***
- ***Promote and accelerate revitalization of target areas throughout the city***
- ***Advance the quality of life for all Winchester residents***
- ***Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation***

Departmental Objectives and Strategies:

- Provide a development environment which is transparent, consistent, fair, timely and equitable for all customers (residents, homeowners, contractors, design professionals, developers, etc.).
- Attract new homeowners (young professionals and seniors) through enforcement of Property Maintenance Code, nuisance, and residential overcrowding provisions.
- 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 building permit approvals, answering of citizen inquires, and resolving nuisance and property maintenance violations.
- Increase proactive enforcement by conducting walking tours, door-to-door visits, neighborhood civic group meetings, and inspection checklists.
- Update website and improve public awareness regarding the Uniform Statewide Building Code and Property Maintenance Code as well as updating forms and creating development guides to make new development and redevelopment projects easier to understand and complete

Public Safety – Inspections

Outcomes/Trends

Indicators	2013	2014	2015	2016 Estimated	2017 Projected
Measures					
Graffiti Abatement	33	15	23	20	15
Housing Choice Voucher	312	306	324	300	310
Nuisance	820	793	802	760	750
Overcrowding	15	24	29	20	15
Property Maintenance	332	281	243	220	240
Rental Housing	427	425	293	200	400
Vacant Building Registry	28	54	48	50	40
Zoning Violations	247	227	350	300	275
Residential Construction Value	$9,150,152	$6,744,491	$15,705,059	$12,000,000	$5,500,000
Commercial Construction Value	$37,933,699	$19,336,978	$51,870,368	$22,000,000	$22,000,000

Expenditure Summary:

Expenditure by Classification	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Personnel Services	412,577	400,008	430,800	483,000	52,200
Contractual Services	14,608	13,944	19,600	19,900	300
Internal Services	10,999	8,248	10,600	10,600	-
Other Charges	20,026	19,043	22,000	26,700	4,700
Capital	19,459	-	-	-	-
TOTAL EXPENDITURES	**477,669**	**441,243**	**483,000**	**540,200**	**57,200**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Inspections	6.5	7.5	7.5	7.5	0
Total	**6.5**	**7.5**	**7.5**	**7.5**	**0**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	306,445	291,717	317,283	360,661	43,378
Overtime	-	-	250	250	-
FICA	22,856	21,613	23,969	26,951	2,982
VRS-Employer	36,674	33,917	37,757	34,656	(3,101)
Retirees	423	5,136	-	-	-
Insurance Employer	3,520	3,392	3,775	4,726	951
VA Local Disability Plan	-	2	-	368	368
Worker's Compensation	4,576	2,758	2,919	3,069	150
Benefits Admin Fee	180	156	156	180	24
Employee Benefits	37,488	40,889	44,215	51,670	7,455
VRS Health Ins Credit	415	428	476	469	(7)
PERSONNEL	412,577	400,008	430,800	483,000	52,200
Vehicle Repairs & Maint	56	72	500	500	-
Mowing & Trimming	75	2,230	4,500	4,500	-
Printing & Binding	785	886	600	900	300
Clean-up Private Parcels	13,692	10,756	14,000	14,000	-
CONTRACTUAL SERV	14,608	13,944	19,600	19,900	300
Fuel	6,363	4,146	6,500	6,500	-
Parts	1,224	1,171	1,500	1,500	-
Labor	3,330	2,763	2,500	2,500	-
Copier Charges	82	168	100	100	-
INTERNAL SERVICES	10,999	8,248	10,600	10,600	-
Postal Services	6,306	5,687	7,000	7,000	-
Telecommunications	3,636	4,039	5,000	6,440	1,440
Motor Vehicle Insurance	3,183	3,590	3,600	3,600	-
Mileage & Transportation	-	-	50	50	-
Travel & Training	2,276	1,853	1,800	3,100	1,300
Dues & Memberships	195	170	175	675	500
Court Filing Fees	53	108	100	100	-
Misc Charges & Fees	65	10	100	50	(50)
Office Supplies	1,282	1,055	1,500	1,500	-
Vehicle & Equipment Fuels	-	124	100	100	-
Uniforms & Apparel	1,112	575	725	1,325	600
Books & Subscriptions	-	769	750	1,660	910
Other Operating Supplies	1,918	882	1,100	1,100	-
Computer Equipment	-	181	-	-	-
OTHER CHARGES	20,026	19,043	22,000	26,700	4,700
Machinery & Equipment	19,459	-	-	-	-
CAPITAL	19,459	-	-	-	-
TOTAL INSPECTIONS	**477,669**	**441,243**	**483,000**	**540,200**	**57,200**

Public Works – Streets/Storm Drainage

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

Goals and Objectives:

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

Expenditure Summary:

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Expenditure by Classification					
Personnel Services	-	-	50,200	112,900	62,700
Contractual Services	39,923	78,538	33,200	98,500	65,300
Other Charges	11,348	15,625	20,400	20,400	-
TOTAL EXPENDITURES	**51,271**	**94,163**	**103,800**	**231,800**	**128,000**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Streets	0	0	0	1	1
Storm Drainage	0	0	1	1	0
Total	**0**	**0**	**1**	**1**	**1**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
STREETS					
Regular	-	-	-	22,500	22,500
FICA	-	-	-	1,741	1,741
VRS-Employer	-	-	-	2,160	2,160
Insurance Employer	-	-	-	295	295
VA Local Disability Plan	-	-	-	135	135
Worker's Compensation	-	-	-	25	25

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
STREETS - continued					
Benefits Admin Fee	-	-	-	12	12
Employee Benefits	-	-	-	2,500	2,500
VRS Health Ins Credit	-	-	-	32	32
PERSONNEL	-	-	-	29,400	29,400
Repairs & Maintenance	120	30	6,200	-	(6,200)
Landscaping	10,830	13,200	5,500	27,000	21,500
Laundry & Dry Cleaning	736	1,258	1,500	1,500	-
Refuse Service	188	120	-	-	-
CONTRACTUAL SERV	11,874	14,608	13,200	28,500	15,300
Electrical Services	1,515	726	2,400	2,400	-
Equipment Rental	-	-	1,000	1,000	-
General Liability Insurance	7,019	10,625	11,000	11,000	-
Uniforms & Apparel	2,314	1,274	3,000	3,000	-
OTHER CHARGES	10,848	12,625	17,400	17,400	-
TOTAL STREETS	***22,722***	***27,233***	***30,600***	***75,300***	***44,700***
STORM DRAINAGE					
Regular	-	-	34,934	61,886	26,952
FICA	-	-	3,910	4,458	548
VRS-Employer	-	-	5,450	5,942	492
Insurance Employer	-	-	555	811	256
VA Local Disability Plan	-	-	275	-	(275)
Worker's Compensation	-	-	38	51	13
Benefits Admin Fee	-	-	24	24	-
Employee Benefits	-	-	4,944	10,248	5,304
VRS Health Ins Credit	-	-	70	80	10
PERSONNEL	-	-	50,200	83,500	33,300
Engineering & Architect	28,049	63,930	20,000	20,000	-
Professional Services	-	-	-	50,000	50,000
CONTRACTUAL SERVICES	28,049	63,930	20,000	70,000	50,000
Misc Charges & Fees	500	3,000	3,000	3,000	-
OTHER CHARGES	500	3,000	3,000	3,000	-
TOTAL STORM DRAINAGE	***28,549***	***66,930***	***73,200***	***156,500***	***83,300***
TOTAL	**51,271**	**94,163**	**103,800**	**231,800**	**128,000**

Public Works – Loudoun Mall

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

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

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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Expenditure by Classification					
Personnel Services	34,776	31,086	40,000	40,100	100
Contractual Services	9,990	42,390	21,000	32,000	11,000
Internal Services	4,423	4,117	5,000	5,000	-
Other Charges	30,079	34,134	27,900	34,400	6,500
TOTAL EXPENDITURES	**79,268**	**111,727**	**93,900**	**111,500**	**17,600**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Loudoun Mall	1	1	1	1	0
Total	**1**	**1**	**1**	**1**	**0**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	26,402	23,055	25,787	26,104	317
Part-time Non-classified	1,970	2,668	4,077	4,000	(77)
FICA	2,152	1,942	2,293	2,332	39
VRS-Employer	3,167	2,640	3,069	2,506	(563)
Insurance Employer	304	264	307	342	35
Worker's Compensation	722	469	702	696	(6)
Benefits Admin Fee	24	16	18	18	-
Employee Benefits	-	-	3,708	4,068	360
VRS Health Ins Credit	35	32	39	34	(5)
PERSONNEL	34,776	31,086	40,000	40,100	100
Repairs & Maintenance	2,615	29,190	21,000	17,000	(4,000)
Landscaping	7,375	13,200	-	15,000	15,000
CONTRACTUAL SERV	9,990	42,390	21,000	32,000	11,000
Fuel	3,247	2,339	3,000	3,000	-
Parts	423	481	1,000	1,000	-
Labor	753	1,297	1,000	1,000	-
INTERNAL SERVICES	4,423	4,117	5,000	5,000	-
Electrical Services	10,917	11,735	12,000	12,000	-
Water & Sewer	7,613	11,830	7,000	8,000	1,000
Landscaping/Agricultural	-	-	500	2,000	1,500
Laundry & Janitorial	2,029	2,791	2,500	3,000	500
Repairs & Maintenance	8,551	5,263	3,500	7,000	3,500
Other Operating Supplies	29	1,491	900	900	-
Chemicals	940	1,024	1,500	1,500	-
OTHER CHARGES	30,079	34,134	27,900	34,400	6,500
TOTAL LOUDOUN MALL	**79,268**	**111,727**	**93,900**	**111,500**	**17,600**

Public Works – Refuse & Recycling

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

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

Goals and Objectives:

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

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

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Refuse Collected (tons)	6,681	6,608	6,451	6,455	6,500
Recycling Collected (tons)	3,321	3,077	3,088	2,988	3,000

Expenditure Summary:

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Expenditure by Classification					
Personnel Services	922,501	938,827	945,600	950,000	4,400
Contractual Services	184,253	250,914	204,000	270,000	66,000
Internal Services	173,865	150,112	181,000	181,000	-
Other Charges	71,793	68,146	69,900	71,200	1,300
Capital	-	160,000	-	200,000	200,000
TOTAL EXPENDITURES	**1,352,412**	**1,567,999**	**1,400,500**	**1,672,200**	**271,700**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Refuse	18.5	18.5	18.5	18.5	0
Total	**18.5**	**18.5**	**18.5**	**18.5**	**0**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	621,139	640,301	654,410	661,260	6,850
Overtime	7,708	5,423	2,500	7,500	5,000
Part-time Non-classified	2,058	2,234	6,115	6,115	-
FICA	46,965	48,465	49,346	49,569	223
VRS-Employer	74,770	76,435	77,875	64,141	(13,734)
Retirees	4,230	5,136	-	-	-
Insurance Employer	7,186	7,651	7,788	8,664	876
VA Local Disability Plan	7	251	328	500	172
Worker's Compensation	29,353	24,565	25,228	26,472	1,244
Benefits Admin Fee	530	471	442	442	-
Employee Benefits	127,707	126,931	120,586	124,478	3,892
VRS Health Ins Credit	848	964	982	859	(123)
PERSONNEL	922,501	938,827	945,600	950,000	4,400
Employment Agencies	623	-	3,500	3,500	-
Repairs & Maintenance	1,286	521	2,500	2,500	-
Vehicle Repairs & Maint	4,416	71,785	500	11,500	11,000
Printing & Binding	1,405	529	1,000	1,000	-
Local Media	1,737	1,723	1,000	1,000	-
Laundry & Dry Cleaning	4,882	4,791	5,500	5,500	-
Sanitary Landfill Usage	169,904	171,565	190,000	245,000	55,000
CONTRACTUAL SERV	184,253	250,914	204,000	270,000	66,000
Fuel	81,650	59,540	82,000	60,000	(22,000)
Parts	21,896	35,184	30,000	42,000	12,000
Labor	70,319	55,388	69,000	79,000	10,000
INTERNAL SERVICES	173,865	150,112	181,000	181,000	-
Postal Services	190	1,181	200	1,000	800
Telecommunications	3,099	2,758	3,000	3,000	-
Motor Vehicle Insurance	8,246	7,992	8,500	8,500	-
Office Equipment Rental	1,033	1,081	900	900	-
Mileage & Transportation	-	-	500	500	-
Travel & Training	325	105	2,000	1,000	(1,000)
Misc Charges & Fees	187	152	-	-	-
Recycling Processing	23,060	17,120	20,000	20,000	-
Office Supplies	376	232	500	500	-
Food & Food Service	904	1,171	500	1,000	500
Medical & Laboratory	2,957	3,218	2,000	3,000	1,000
Laundry & Janitorial	753	920	1,000	1,000	-
Repairs & Maintenance	32	-	100	100	-
Vehicle & Equipment Fuels	-	4,217	-	-	-

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Vehicle & Equipment	427	2,406	500	500	-
Uniforms & Apparel	16,651	11,032	15,000	15,000	-
Books & Subscriptions	-	444	200	200	-
Other Operating Supplies	13,553	14,117	15,000	15,000	-
OTHER CHARGES	71,793	68,146	69,900	71,200	1,300
Motor Vehicle & Equipment	-	160,000	-	200,000	200,000
CAPITAL	-	160,000	-	200,000	200,000
TOTAL REFUSE	**1,352,412**	**1,567,999**	**1,400,500**	**1,672,200**	**271,700**

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

Goals and Objectives:

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

Expenditure Summary:

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Expenditure by Classification					
Personnel Services	592,475	607,499	643,100	648,300	5,200
Contractual Services	181,884	368,756	344,900	344,900	-
Internal Services	9,493	4,691	6,000	6,000	-
Other Charges	805,422	839,077	845,700	845,200	(500)
Capital	-	16,660	-	-	-
TOTAL EXPENDITURES	**1,589,274**	**1,836,683**	**1,839,700**	**1,844,400**	**4,700**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
JJC	4	4	4	3	(1)
Facilities Maintenance	9	9	11	12	1
Total	**13**	**13**	**15**	**15**	**0**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Joint Judicial Center (JJC)					
Regular	94,158	100,353	108,114	82,819	(25,295)
Overtime	4,453	2,694	1,000	1,000	-
Part-time Non-classified	3,252	2,532	-	-	-
FICA	7,279	7,441	7,637	5,867	(1,770)
VRS-Employer	11,442	11,852	12,528	7,952	(4,576)
Insurance Employer	1,098	1,185	1,287	1,085	(202)
VA Local Disability Plan	43	375	439	292	(147)
Worker's Compensation	1,594	1,328	1,419	1,490	71
Benefits Admin Fee	114	101	101	77	(24)
Employee Benefits	26,554	22,551	21,713	17,318	(4,395)
VRS Health Ins Credit	130	147	162	100	(62)
PERSONNEL	150,117	150,559	154,400	118,000	(36,400)
Other Professional Services	303	-	-	-	-
Repairs & Maintenance	67,356	84,413	222,000	222,000	-
Mowing & Trimming	-	358	300	300	-
Laundry & Dry Cleaning	25	-			
CONTRACTUAL SERV	67,684	84,771	222,300	222,300	-
Electrical Services	119,359	104,667	126,100	126,100	-
Heating Services	31,082	27,081	35,000	35,000	-
Water & Sewer	23,607	26,156	27,000	27,000	-
Telecommunications	28,885	29,600	30,000	30,000	-
Property Insurance	6,366	14,766	15,000	15,000	-
General Liability Insurance	1,083	1,323	1,500	1,500	-
Office Supplies	32	3,840	6,000	6,000	-
Food & Food Service	196	123	-	-	-
Landscaping/Agricultural	-	-	300	300	-
Laundry & Janitorial	13,264	9,865	15,000	15,000	-
Repairs & Maintenance	23,423	25,601	20,000	20,000	-
Vehicle & Equipment Fuels	568	-	-	-	-
Other Operating Supplies	1,491	3,354	1,000	1,000	-
Chemicals	2,048	1,129	4,000	4,000	-
OTHER CHARGES	251,404	247,505	280,900	280,900	-
TOTAL JJC	**469,205**	**482,835**	**657,600**	**621,200**	**(36,400)**

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Facilities Maintenance					
Regular	301,007	311,969	347,012	373,855	26,843
Overtime	11,283	12,807	1,800	14,000	12,200
FICA	22,927	24,052	26,712	28,698	1,986
VRS-Employer	36,800	37,302	41,185	35,897	(5,288)
Insurance Employer	3,533	3,731	4,129	4,898	769
VA Local Disability Plan	51	252	341	780	439
Worker's Compensation	7,151	5,942	6,409	7,184	775
Benefits Admin Fee	273	244	256	280	24
Employee Benefits	58,915	60,170	60,335	64,222	3,887
VRS Health Ins Credit	418	471	521	486	(35)
PERSONNEL	442,358	456,940	488,700	530,300	41,600
Medical, Dental, & Hospital	116	610	-	-	-
Other Professional Services	42	229	-	-	-
Repairs & Maintenance	111,861	279,993	120,000	120,000	-
Vehicle Repairs & Maint	664	1,170	1,000	1,000	-
Printing & Binding	196	-	-	-	-
Local Media	-	658	-	-	-
Laundry Dry Cleaning	1,321	1,325	1,600	1,600	-
CONTRACTUAL SERV	114,200	283,985	122,600	122,600	-
Fuel	5,564	3,893	4,000	4,000	-
Parts	1,954	269	1,000	1,000	-
Labor	1,975	529	1,000	1,000	-
INTERNAL SERVICES	9,493	4,691	6,000	6,000	-
Electrical Services	136,281	165,461	134,500	134,500	-
Heating Services	27,021	26,792	30,000	30,000	-
Water & Sewer	12,356	12,457	13,000	13,000	-
Postal Services	24	-	-	-	-
Telecommunications	47,628	45,633	40,000	40,000	-
Property Insurance	30,478	31,366	35,000	35,000	-
Motor Vehicle Insurance	2,525	2,431	2,900	2,900	-
Building Rent	243,838	246,585	252,000	252,000	-
Travel & Training	4,098	2,503	4,000	4,000	-
Dues & Memberships	524	329	-	-	-
Office Supplies	1,320	370	500	500	-
Food & Food Service	38	89	100	100	-
Landscaping/Agricultural	551	2,365	1,000	1,000	-
Laundry & Janitorial	12,018	15,823	12,000	15,000	3,000
Repairs & Maintenance	28,088	32,484	27,000	27,000	-

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Facilities Maintenance - continued					
Vehicle & Equipment Fuel	599	480	500	500	-
Vehicle & Equipment	4	243	500	500	-
Uniforms & Apparel	2,867	2,334	6,000	6,000	-
Other Operating Supplies	3,422	3,727	1,800	1,800	-
Chemicals	-	100	4,000	500	(3,500)
Computer Equipment	338	-	-	-	-
OTHER CHARGES	554,018	591,572	564,800	564,300	(500)
Machinery & Equipment	-	16,660	-	-	-
CAPITAL	-	16,660	-	-	-
Facilities Maintenance	**1,120,069**	**1,353,848**	**1,182,100**	**1,223,200**	**41,100**
TOTAL FACILITIES MAINT	**1,589,274**	**1,836,683**	**1,839,700**	**1,844,400**	**4,700**

Health & Welfare – Real Estate Tax Relief

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

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

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Real Estate Tax Relief	358,334	238,345	250,000	250,000	-
OTHER CHARGES	358,334	238,345	250,000	250,000	-
TOTAL TAX RELIEF	**358,334**	**238,345**	**250,000**	**250,000**	**-**

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

Goals and Objectives:

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

Goals and Objectives (Continued):

- Increase communications and opportunities with Parks Foundation relating to internal park projects.
- Pursue implementation of field maintenance program to improve quality of fields enhancing athletic opportunities.
- Create awareness and participation in environmental education and sound earth stewardship practices in the City of Winchester in collaboration with other entities including but not limited to Abrams Creek Wetlands.
- 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.
- Review utilization of fields and areas that may be utilized for additional athletic and recreational purposes.

Performance Measures:

Indicators	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Input Measures					
Number of seasonal Pavilion rentals	694	493	574	500	550
Number of rental hours for athletic fields, courts, and tracks	12,085	11,279	8,072	10,000	11,000
Number of staff hours spent on special	1,188	1,500	1,500	1,500	1,500
Number of Park Maintenance staff hours spent mowing all assigned Park/City	1,472	1,800	1,800	1,800	1,800
Number of Community Recreation Program offerings	n/a	107	179	200	225
Number of Memberships	n/a	n/a	161	200	200
Number of Park Participants	n/a	n/a	39,000	41,000	41,000

Performance Measures - continued:

Indicators	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Service Quality					
Winchester Parks & Recreation is open for 360 days per year, 14 hours per day	Yes	Yes	Yes	Yes	Yes
Park Maintenance athletic field training & independent field maintenance	No	Yes	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	Yes	Yes	Yes	Yes
Expansion of Community Rec programs focusing on Teens and Seniors based on 2015 Needs Assessment	n/a	n/a	n/a	Yes	Yes

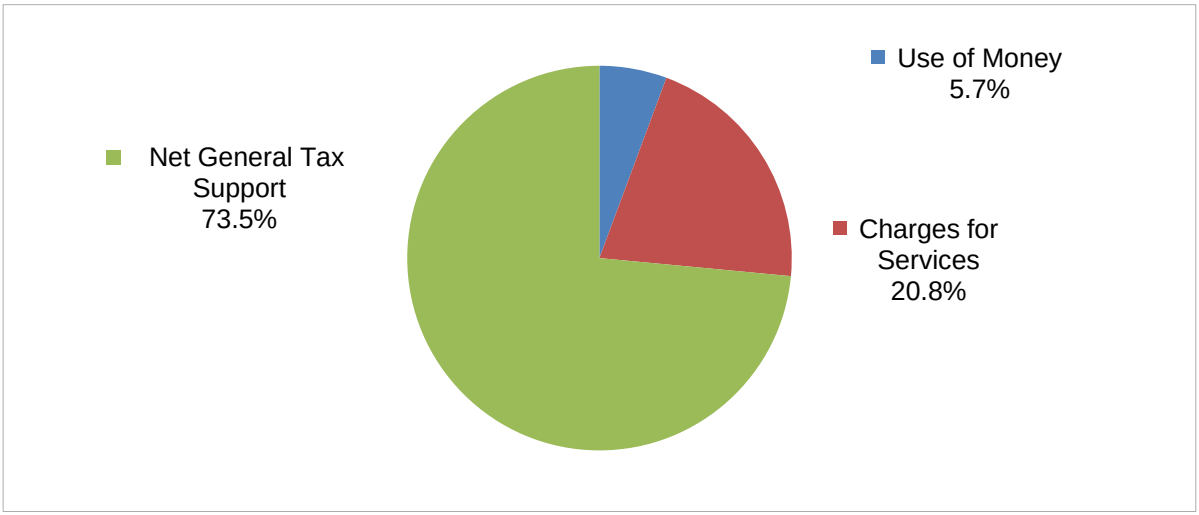
Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Supervision Division	6.5	6.5	6	5	(1)
Maintenance Division	11	11	11	11	0
Recreation Activities Division	1	0	0	0	0
Indoor Pool Division	1	2	2	2	0
War Memorial Division	1	0	0	0	0
Child Care Division	3	3	3	3	0
Athletics Division	2	2	2	2	0
Total	**25.5**	**25.5**	**25**	**24**	**(1)**

Revenue Sources:

Revenue Sources	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Use of Money	122,016	131,678	150,000	155,000	5,000
Charges for Services	538,153	532,650	631,000	571,300	(59,700)
Miscellaneous Revenue	45,945	4,679	-	-	-
Recovered Costs	906	849	-	-	-
Subtotal Designated Revenue	707,020	669,856	781,000	726,300	(54,700)
Net General Tax Support	**1,896,537**	**1,995,490**	**1,893,800**	**2,014,500**	**120,700**

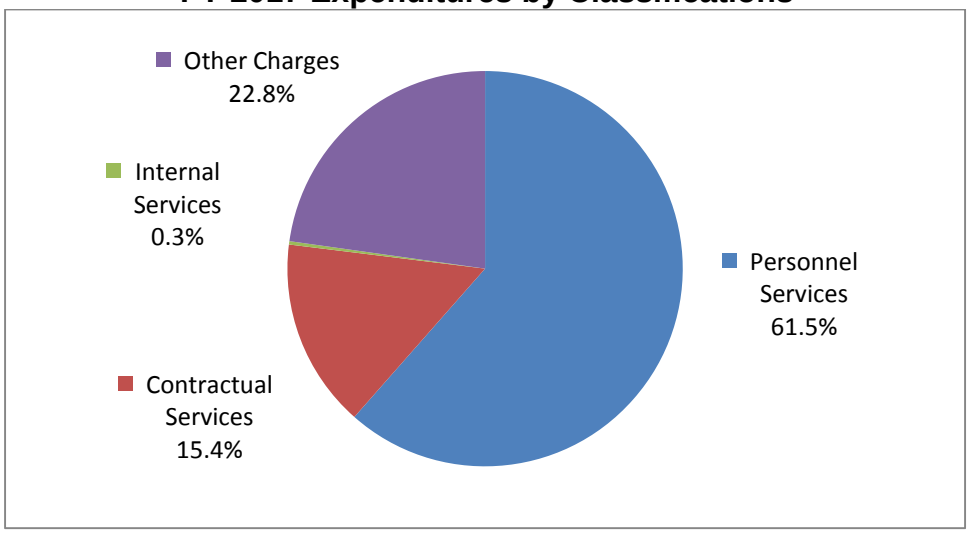
FY 2017 Revenue Sources



Expenditure Summary:

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Expenditure by Classification					
Personnel Services	1,504,267	1,558,699	1,637,700	1,685,700	48,000
Contractual Services	299,450	397,825	431,000	423,400	(7,600)
Internal Services	2,214	1,533	7,500	7,500	-
Other Charges	646,547	685,189	598,600	624,200	25,600
Capital	151,079	22,100	-	-	-
TOTAL EXPENDITURES	**2,603,557**	**2,665,346**	**2,674,800**	**2,740,800**	**66,000**

FY 2017 Expenditures by Classifications



Expenditure Summary - continued:

Expenditure by Division	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Parks Supervision	583,549	582,586	468,900	451,500	(17,400)
Special Events Trolley	4,247	1,730	14,500	14,500	-
Parks Maintenance	920,009	937,204	926,350	958,250	31,900
Community Recreation	80,908	18,005	15,950	22,750	6,800
Outdoor Swimming Pool	104,260	115,521	158,500	178,200	19,700
Indoor Swimming Pool	203,068	244,283	269,400	275,000	5,600
War Memorial & Additions	359,448	391,050	408,800	406,500	(2,300)
School Age Child Care	179,999	193,753	198,300	221,200	22,900
Athletic Programs	168,069	181,214	214,100	212,900	(1,200)
TOTAL EXPENDITURES	**2,603,557**	**2,665,346**	**2,674,800**	**2,740,800**	**66,000**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
SUPERVISION					
Regular	282,905	299,334	284,098	276,336	(7,762)
Overtime	1,947	10,884	500	500	-
Part-time Non-Classified	123	7,247	-	-	-
FICA	20,648	23,472	21,022	21,199	177
VRS-Employer	34,403	33,343	33,692	26,533	(7,159)
Retirees	5,076	5,136	-	-	-
Insurance-Employer	3,302	3,334	3,381	3,621	240
VA Local Disability Plan	-	99	242	891	649
Worker's Compensation	2,763	1,376	1,722	4,309	2,587
Benefits Admin Fee	176	152	132	120	(12)
Employee Benefits	50,542	46,626	43,324	37,332	(5,992)
VRS Health Insurance Credit	389	420	487	359	(128)
PERSONNEL	402,274	431,423	388,600	371,200	(17,400)
Other Professional Services	27,744	26,895	13,000	6,400	(6,600)
Repairs & Maintenance	9,900	-	-	-	-
Printing & Binding	22,272	38,796	21,050	24,000	2,950
Local Media	3,055	11,218	3,900	2,900	(1,000)
Food Services	-	6,739	-	-	-
CONTRACTUAL SERV	62,971	83,648	37,950	33,300	(4,650)
Postal Services	4,592	6,394	6,250	7,900	1,650
Telecommunications	1,252	2,694	2,600	2,600	-
Office Equipment Rental	6,877	7,551	6,500	6,500	-

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
SUPERVISION - continued					
Mileage	161	35	200	200	-
Travel & Training	595	1,778	2,000	2,000	-
Dues & Memberships	1,821	1,538	1,600	1,600	-
Other Payments/Contributions	-	-	-	2,000	2,000
Misc Charges & Fees	56,148	19,877	10,800	11,800	1,000
Office Supplies	3,258	3,516	5,800	5,800	-
Food & Food Service	1,239	2,546	400	400	-
Building Repair & Maint	33,422	-	-	-	-
Uniforms & Apparel	1,608	47	-	-	-
Books & Subscriptions	150	501	500	500	-
Other Operating Supplies	2,209	3,908	5,700	5,700	-
Merchandise for Resale	4,941	16,591	-	-	-
Awards, Plaques, Other	31	539	-	-	-
OTHER CHARGES	118,304	67,515	42,350	47,000	4,650
TOTAL SUPERVISION	***583,549***	***582,586***	***468,900***	***451,500***	***(17,400)***
SPECIAL EVENTS TROLLEY					
Part-time	384	177	3,160	3,160	-
Overtime	638	-	-	-	
FICA	78	14	239	239	-
VRS-Employer	11	-	-	-	
Worker's Compensation	31	6	101	101	-
PERSONNEL	1,142	197	3,500	3,500	-
Vehicle Repairs & Maint	354	-	2,000	2,000	-
CONTRACTUAL SERV	354	-	2,000	2,000	-
Fuel	267	154	3,000	3,000	-
Parts	482	466	1,000	1,000	-
Labor	1,449	913	3,500	3,500	-
INTERNAL SERVICES	2,198	1,533	7,500	7,500	-
Vehicle Repair & Maint	553	-	1,500	1,500	-
OTHER CHARGES	553	-	1,500	1,500	-
TOTAL TROLLEY	***4,247***	***1,730***	***14,500***	***14,500***	***-***
MAINTENANCE					
Regular	253,960	277,085	323,767	348,353	24,586
Overtime	14,150	7,636	5,000	5,000	-
Part-time Non-Classified	51,768	60,157	65,000	65,000	-

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
MAINTENANCE - continued					
FICA	24,200	25,928	31,546	32,239	693
VRS-Employer	29,515	32,940	37,981	33,447	(4,534)
Retirees	5,076	5,136	5,300	5,000	(300)
Insurance-Employer	2,833	3,294	3,853	4,564	711
VA Local Disability Plan	-	163	420	823	403
Worker's Compensation	7,920	6,312	9,204	10,579	1,375
Flex Benefits - Admin Fee	230	226	240	264	24
Flex Benefits - Employee	43,740	50,120	53,836	62,769	8,933
VRS Health Insurance Credit	334	415	453	462	9
PERSONNEL	433,726	469,412	536,600	568,500	31,900
Medical, Dental, & Hospital	75	-	-	-	-
Engineering & Architect	973	-	-	-	-
Other Professional Services	15,592	3,323	1,800	1,800	-
Repairs & Maintenance	35,963	101,986	96,950	96,950	-
Landscaping	393	3,800	3,000	3,000	-
Vehicle Repair & Maint	26,684	9,888	24,350	24,350	-
Printing & Binding	2,623	4,797	1,000	1,000	-
Sanitary Landfill Usage	1,072	2,356	4,500	4,500	-
Refuse Service	4,950	5,000	5,000	5,000	-
CONTRACTUAL SERV	88,325	131,150	136,600	136,600	-
Equipment Parts	16	-	-	-	-
INTERNAL SERVICES	16	-	-	-	-
Electrical Services	51,799	80,652	50,000	50,000	-
Heating Services	3,042	2,448	2,200	2,200	-
Water & Sewer	29,745	43,926	22,300	22,300	-
Telecommunications	4,803	5,263	6,200	6,200	-
Property Insurance	14,470	16,299	16,000	16,000	-
Motor Vehicle Insurance	6,613	6,612	7,500	7,500	-
Equipment Rental	8,065	12,942	10,950	10,950	-
Travel & Training	1,881	1,723	4,350	4,350	-
Dues & Memberships	-	-	150	150	-
Misc Charges & Fees	15	3	100	100	-
Food & Food Service	392	68	500	500	-
Landscaping/Agricultural	31,026	39,226	40,000	40,000	-
Medical & Laboratory	137	-	250	250	-
Laundry & Janitorial Services	6,769	10,520	7,000	7,000	-
Building Repair & Maint	26,912	49,763	30,750	30,750	-
Vehicle & Equipment Fuels	25,798	21,717	28,000	28,000	-

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
MAINTENANCE - continued					
Vehicle & Equipment	14,716	8,437	10,000	10,000	-
Uniforms & Apparel	2,102	3,058	3,500	3,500	-
Other Operating Supplies	18,578	11,885	12,200	12,200	-
Chemicals	-	-	1,200	1,200	-
OTHER CHARGES	246,863	314,542	253,150	253,150	-
Furniture & Fixtures	48,817	-	-	-	-
Motor Vehicle & Equipment	67,295	22,100	-	-	-
Facilities Renovations	34,967	-	-	-	-
CAPITAL	151,079	22,100	-	-	-
TOTAL MAINTENANCE	***920,009***	***937,204***	***926,350***	***958,250***	***31,900***
COMMUNITY REC PROGRAMS					
Regular	40,129	-	-	-	-
Overtime	660	-	-	-	-
Part-time Non-classified	981	932	1,800	1,800	-
FICA	3,038	73	170	170	-
VRS-Employer	4,975	-	-	-	-
Insurance-Employer	477	-	-	-	-
Worker's Compensation	861	14	30	30	-
Flex Benefits - Admin Fee	30	-	-	-	-
Flex Benefits - Employee	8,460	-	-	-	-
VRS Health Insurance Credit	56	-	-	-	-
PERSONNEL	59,667	1,019	2,000	2,000	-
Other Professional Services	6,000	5,000	5,000	6,700	1,700
Instructors	8,073	6,686	4,000	8,000	4,000
CONTRACTUAL SERV	14,073	11,686	9,000	14,700	5,700
Postage Services	74	-	-	-	-
Travel & Training	1,887	1,672	2,000	2,000	-
Dues & Memberships	125	-	200	200	-
Misc Charges & Fees	1,209	-	-	-	-
Food & Food Service	1,020	185	100	1,200	1,100
Uniforms & Apparel	249	39	200	200	-
Other Operating Supplies	2,534	3,277	2,200	2,200	-
Arts & Crafts Supplies	4	76	-	-	-
Awards, Plaques, Other	66	51	250	250	-
OTHER CHARGES	7,168	5,300	4,950	6,050	1,100
TOTAL COMMUNITY REC	***80,908***	***18,005***	***15,950***	***22,750***	***6,800***

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
OUTDOOR SWIMMING POOL					
Overtime	315	2,629	-	-	-
Part-time Non-classified	47,658	54,040	59,467	59,467	-
FICA	3,675	4,342	4,545	4,518	(27)
Worker's Compensation	944	1,043	1,088	1,315	227
PERSONNEL	52,592	62,054	65,100	65,300	200
Repairs & Maintenance	12,551	14,785	52,500	52,500	-
CONTRACTUAL SERV	12,551	14,785	52,500	52,500	-
Electrical Service	11,427	13,260	10,500	10,500	-
Food & Food Service	-	10	-	-	-
Medical & Laboratory	22	24	50	50	-
Laundry & Janitorial	721	1,945	1,100	1,100	-
Repair & Maintenance	3,652	8,205	3,000	13,000	10,000
Uniforms & Apparel	2,254	-	2,500	2,500	-
Other Operating Supplies	8,893	6,841	11,450	20,950	9,500
Chemicals	12,148	8,397	12,300	12,300	-
OTHER CHARGES	39,117	38,682	40,900	60,400	19,500
TOTAL OUTDOOR POOL	***104,260***	***115,521***	***158,500***	***178,200***	***19,700***
INDOOR SWIMMING POOL					
Regular	70,646	74,457	73,611	74,520	909
Overtime	120	2,108	-	-	-
Part-time Non-classified	60,398	65,470	71,968	71,968	-
FICA	9,906	10,452	10,593	10,719	126
VRS-Employer	7,925	8,679	8,760	7,155	(1,605)
Insurance-Employer	761	868	876	976	100
Worker's Compensation	2,585	2,616	2,664	3,241	577
Benefits Admin Fee	56	52	48	48	-
Employee Benefits	13,338	18,211	17,570	19,076	1,506
VRS Health Insurance Credit	90	109	110	97	(13)
PERSONNEL	165,825	183,022	186,200	187,800	1,600

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
INDOOR SWIMMING POOL - continued					
Training/Education	2,369	105	3,600	3,600	-
Instructors	1,536	7,803	7,700	7,700	-
Repairs & Maintenance	18,710	37,633	48,500	48,500	-
CONTRACTUAL SERV	22,615	45,541	59,800	59,800	-
Telecommunications	642	598	650	650	-
Mileage & Transportation	5	-	-	-	
Travel & Training	16	204	500	4,500	4,000
Dues & Memberships	229	75	400	400	-
Misc Charges & Fees	385	2,813	-	-	-
Food & Food Service	162	184	400	400	-
Medical & Laboratory	60	141	400	400	-
Laundry & Janitorial	60	136	400	400	-
Building Repair & Maint	949	1,610	3,000	3,000	-
Uniforms & Apparel	1,136	-	1,800	1,800	-
Other Operating Supplies	6,983	6,994	10,700	10,700	-
Chemicals	4,001	2,965	5,150	5,150	-
OTHER CHARGES	14,628	15,720	23,400	27,400	4,000
TOTAL INDOOR POOL	***203,068***	***244,283***	***269,400***	***275,000***	***5,600***
WAR MEMORIAL & ADDITIONS					
Overtime	115	421	-	-	-
Part-time Classified	42,802	44,357	49,212	49,212	-
Part-time Non-classified	47,364	58,003	76,500	88,500	12,000
FICA	6,613	7,561	8,910	10,233	1,323
Worker's Compensation	1,772	1,655	2,329	3,060	731
Benefits Admin Fee	60	52	48	48	-
Employee Benefits	4,367	4,030	4,001	3,447	(554)
PERSONNEL	103,093	116,079	141,000	154,500	13,500
Other Professional Services	1,970	-	-	-	-
Instructors	9,550	4,875	10,300	6,300	(4,000)
Repairs & Maintenance	57,397	73,520	81,400	81,400	-
Computer Services	1,464	-	-	-	-
CONTRACTUAL SERV	70,381	78,395	91,700	87,700	(4,000)
Electrical Services	74,552	81,967	75,375	75,375	-
Heating Services	40,346	31,271	30,000	30,000	-
Water & Sewer	17,620	14,119	13,500	13,500	-
Telecommunications	7,341	6,231	6,250	6,250	-
General Liability Insurance	4,163	5,309	5,500	5,500	-

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
WAR MEMORIAL - continued					
Equipment Rental	828	347	500	500	-
Travel & Training	6	-	-	-	-
Dues & Memberships	75	-	75	75	-
Food & Food Service	-	102	200	200	-
Medical & Laboratory	82	92	200	200	-
Laundry & Janitorial Services	7,085	18,420	12,500	12,500	-
Building Repair & Maint	3,940	21,415	3,500	3,500	-
Uniforms & Apparel	-	-	500	500	-
Books & Subscriptions	65	-	200	200	-
Other Operating Supplies	17,109	9,451	8,000	12,000	4,000
Merchandise for Resale	12,695	7,852	19,800	4,000	(15,800)
Awards, Plaques, Other	67	-	-	-	-
OTHER CHARGES	185,974	196,576	176,100	164,300	(11,800)
TOTAL WAR MEMORIAL	***359,448***	***391,050***	***408,800***	***406,500***	***(2,300)***
SCHOOL AGE CHILD CARE					
Regular	102,751	105,779	107,370	108,688	1,318
Overtime	87	2,456	-	-	-
Part-time Non-classified	24,604	26,938	32,500	50,000	17,500
FICA	9,533	10,283	10,433	11,980	1,547
VRS-Employer	12,683	12,645	12,777	10,436	(2,341)
Insurance-Employer	1,217	1,264	1,278	1,424	146
Worker's Compensation	925	2,360	2,571	3,511	940
Benefits Admin Fee	90	78	72	72	-
Employee Benefits	15,357	12,303	11,838	12,148	310
VRS Health Insurance Credit	144	159	161	141	(20)
PERSONNEL	167,391	174,265	179,000	198,400	19,400
Other Professional Services	811	404	1,000	1,000	-
Instructors	-	2,167	-	-	-
CONTRACTUAL SERV	811	2,571	1,000	1,000	-
Mileage & Transportation	-	72	100	1,100	1,000
Travel & Training	75	2,877	3,800	3,800	-
Dues & Memberships	110	110	300	300	-
Parks & Rec Activities	2,380	3,341	2,000	3,000	1,000
Misc Charges & Fees	105	-	100	100	-
Office Supplies	13	13	-	-	-
Food & Food Services	3,993	4,857	4,000	4,000	-
Medical & Laboratory	276	226	300	300	-
Laundry & Janitorial Services	118	145	300	300	-

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
SCHOOL AGE CHILD CARE - continued					
Uniforms & Apparel	1,283	1,571	1,000	2,000	1,000
Other Operating Supplies	2,935	2,999	5,500	6,000	500
Merchandise for Resale	-	366	-	-	-
Arts & Crafts Supplies	509	220	800	800	-
Awards, Plaques, Other	-	120	100	100	-
OTHER CHARGES	11,797	16,917	18,300	21,800	3,500
TOTAL CHILD CARE	***179,999***	***193,753***	***198,300***	***221,200***	***22,900***
ATHLETIC PROGRAMS					
Regular	78,734	78,748	82,285	80,408	(1,877)
Overtime	-	2,817	-	-	-
Part-time Non-classified	3,455	4,420	16,100	16,100	-
FICA	5,795	6,086	7,000	6,211	(789)
VRS-Employer	9,724	9,116	9,792	7,721	(2,071)
Insurance-Employer	933	911	979	1,054	75
Va Local Disability Plan	-	-	-	222	222
Worker's Compensation	1,689	1,562	1,803	2,135	332
Benefits Admin Fee	60	48	48	48	-
Employee Benefits	18,057	17,405	17,570	20,496	2,926
VRS Health Insurance Credit	110	115	123	105	(18)
PERSONNEL	118,557	121,228	135,700	134,500	(1,200)
Instructors	26,974	30,049	40,450	35,800	(4,650)
Printing & Binding	395	-	-	-	-
CONTRACTUAL SERV	27,369	30,049	40,450	35,800	(4,650)
Telecommunications	-	-	-	600	600
Mileage & Transportation	965	1,486	1,050	1,050	-
Travel & Training	870	580	2,600	3,260	660
Dues & Memberships	70	-	100	305	205
Parks & Rec Activities	7,588	9,620	2,200	9,600	7,400
Food & Food Service	126	439	500	825	325
Medical & Laboratory	22	-	200	200	-
Uniforms & Apparel	3,952	4,389	13,500	9,700	(3,800)
Other Operating Supplies	6,878	12,099	15,800	14,060	(1,740)
Awards, Plaques, Other	1,672	1,324	2,000	3,000	1,000
OTHER CHARGES	22,143	29,937	37,950	42,600	4,650
TOTAL ATHLETIC	***168,069***	***181,214***	***214,100***	***212,900***	***(1,200)***
TOTAL PARKS & RECREATION	**2,603,557**	**2,665,346**	**2,674,800**	**2,740,800**	**66,000**

Parks, Recreation & Cultural – Apple Blossom Festival

The Apple Blossom Festival budget was eliminated in FY 2016 and the expenditures absorbed in other departments, such as Police and Streets departments.

Expenditure Summary:

Expenditure by Classification	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Personnel Services	30,452	30,592	-	-	-
Contractual Services	15,097	15,724	-	-	-
Other Charges	3,468	2,874	-	-	-
TOTAL EXPENDITURES	**49,017**	**49,190**	**-**	**-**	**-**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	7,262	7,440	-	-	-
Overtime	18,700	18,675	-	-	-
FICA	1,933	1,950	-	-	-
VRS-Employer	1,251	1,176	-	-	-
Insurance Employer	103	92	-	-	-
Va Local Disability Plan	3	4	-	-	-
Worker's Compensation	1,178	1,233	-	-	-
Benefits Admin Fee	10	10	-	-	-
VRS Health Ins Credit	12	12	-	-	-
PERSONNEL	30,452	30,592	-	-	-
National Guard Personnel	15,000	15,000	-	-	-
Printing & Binding	97	581	-	-	-
Local Media	-	143	-	-	-
CONTRACTUAL SERV	15,097	15,724	-	-	-
Equipment Rental	968	1,477	-	-	-
Laundry & Janitorial	-	476	-	-	-
Repairs & Maintenance	2,334	921	-	-	-
Other Operating Supplies	166	-	-	-	-
OTHER CHARGES	3,468	2,874	-	-	-
TOTAL APPLE BLOSSOM	**49,017**	**49,190**	**-**	**-**	**-**

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:

- Commence update of the Comprehensive Plan, last updated on a complete basis in 2011 and partially updated in 2014.
- Assist with planning and implementation of the final segments of the Green Circle Trail and other efforts to improve walkability in the City.
- Facilitate streamlined land development approval from the City of Winchester, while assuring the quality of the built environment.
- Improve the transportation system to make it easy to get from one part of the City to another as well as within the larger Winchester-Frederick County area.
- Promote residential infill in the downtown and as a component of mixed land use in key redevelopment areas outside of the downtown.
- Implement the last remaining Corridor Enhancement (CE) Districts as called out in the adopted Comprehensive Plan and Strategic Plan for gateway beautification.
- Promote historic preservation efforts including update of the Historic Winchester District Design Guidelines which have not been updated since published in 1999.
- Continue improving information services, including completion of an inventory of all public and private named streets and alleys.

Performance Measures:

Indicators	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Measures					
Planning Commission meetings, work sessions, retreats	25	25	25	23	25
Site Plan reviews	29	37	40	50	44
Re-zonings, CUP's and text amendments	26	30	27	24	25
Corridor enhancement reviews	30	31	39	55	61

Community Development - Planning

Expenditure Summary:

Expenditure by Classification	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Personnel Services	240,578	228,599	224,500	235,400	10,900
Contractual Services	25,948	43,649	19,500	20,500	1,000
Internal Services	1,021	379	600	600	-
Other Charges	6,789	6,384	9,100	9,100	-
TOTAL EXPENDITURES	**274,336**	**279,011**	**253,700**	**265,600**	**11,900**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Planning	2.5	2.5	2.5	3	0.5
Total	**2.5**	**2.5**	**2.5**	**3**	**0.5**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	172,748	168,129	162,718	181,238	18,520
Part-time Non-Classified	8,789	9,935	10,476	-	(10,476)
FICA	13,081	13,109	12,556	13,313	757
VRS-Employer	21,402	18,351	19,150	18,495	(655)
Insurance Employer	2,054	1,835	1,936	2,375	439
VA Local Disability Plan	-	242	277	487	210
Worker's Compensation	203	147	326	150	(176)
Benefits Admin Fee	79	58	60	72	12
Employee Benefits	21,980	16,561	16,757	19,034	2,277
VRS Health Ins Credit	242	232	244	236	(8)
PERSONNEL	240,578	228,599	224,500	235,400	10,900
Management Consulting	-	-	-	15,000	15,000
Engineering & Architect	20,101	6,500	5,000	-	(5,000)
Other Professional Services	-	31,200	10,000	-	(10,000)
Computer Supplies	-	269	-	-	-
Printing & Binding	542	415	800	500	(300)
Local Media	5,305	5,265	3,600	4,900	1,300
Food Services - Catering	-	-	100	100	-
CONTRACTUAL SERV	25,948	43,649	19,500	20,500	1,000

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Copier Charges	1,021	379	600	600	-
INTERNAL SERVICES	1,021	379	600	600	-
Postal Services	1,028	669	1,000	1,100	100
Telecommunications	668	919	1,000	1,100	100
Mileage & Transportation	911	655	1,100	1,100	-
Travel & Training	2,558	2,208	3,000	3,000	-
Dues & Memberships	765	700	900	900	-
Misc Charges & Fees	-	500	-	-	-
Office Supplies	94	374	1,000	800	(200)
Food & Food Supplies	52	210	200	200	-
Books & Subscriptions	22	-	100	100	-
Other Operating Supplies	355	149	700	700	-
Computer Equipment	336	-	-	-	-
Awards, Plaques, Other	-	-	100	100	-
OTHER CHARGES	6,789	6,384	9,100	9,100	-
TOTAL PLANNING	**274,336**	**279,011**	**253,700**	**265,600**	**11,900**

Community Development – Redevelopment and Housing (CDBG)

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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	13,473	17,099	20,240	20,966	726
Overtime	37	559	-	-	-
FICA	1,159	1,261	1,509	1,527	18
VRS-Employer	1,861	1,749	2,409	2,013	(396)
Insurance Employer	179	175	241	275	34
Worker's Compensation	17	14	17	17	-
Benefits Admin Fee	11	8	9	9	-
Employee Benefits	2,649	2,697	3,045	3,266	221
VRS Health Ins Credit	21	22	30	27	(3)
PERSONNEL	19,407	23,584	27,500	28,100	600
Local Media	965	1,030	1,000	-	(1,000)
CONTRACTUAL SERV	965	1,030	1,000	-	(1,000)
TOTAL REDEVELOPMENT	**20,372**	**24,614**	**28,500**	**28,100**	**(400)**

Community Development - Zoning Department

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

Council Goals:

- ***Encourage sustainable growth and partnerships through business and workforce development.***
- ***Promote and accelerate revitalization of target areas throughout the city.***
- ***Advance the quality of life for all Winchester residents.***
- ***Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation.***

Departmental Objectives:

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

Community Development - Zoning Department

Performance Measures:

Indicators	2013	2014	2015	2016 Estimated	2017 Projected
Measures					
Certificates of Occupancy (Business)	255	324	284	300	310
Certificates of Occupancy (Home-Based)	142	133	131	150	160
Zoning Ordinance Text Amendments	6	11	7	4	5
Historic District - Certificates of Appropriateness	64	65	95	100	90
Board of Zoning Appeals (Variances, Appeals)	9	10	6	8	6

Expenditure Summary:

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Expenditure by Classification					
Personnel Services	166,891	147,994	172,000	186,100	14,100
Contractual Services	8,968	124,267	29,300	4,300	(25,000)
Internal Services	2,808	2,029	2,000	2,500	500
Other Charges	5,732	7,100	12,400	12,700	300
TOTAL EXPENDITURES	**184,399**	**281,390**	**215,700**	**205,600**	**(10,100)**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Zoning	2.5	2	2	2.5	0.5
Total	**2.5**	**2**	**2**	**2.5**	**0.5**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	121,047	103,238	121,701	138,412	16,711
Part-time Non-Classified	8,484	9,933	10,476	-	(10,476)
FICA	9,679	8,529	9,916	10,351	435
VRS-Employer	14,642	11,956	14,483	13,290	(1,193)
Insurance Employer	1,405	1,196	1,448	1,814	366
VA Local Disability Plan	-	-	281	91	(190)
Worker's Compensation	142	94	292	114	(178)
Benefits Admin Fee	69	44	48	60	12

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Employee Benefits	11,257	12,853	13,173	21,788	8,615
VRS Health Ins Credit	166	151	182	180	(2)
PERSONNEL	166,891	147,994	172,000	186,100	14,100
Other Professional Services	5,361	119,763	25,000	-	(25,000)
Vehicle Repairs & Maint	-	-	100	100	-
Printing & Binding	518	190	700	700	-
Local Media	3,089	2,345	3,500	3,500	-
Sanitary Landfill Usage	-	1,969	-	-	-
CONTRACTUAL SERV	8,968	124,267	29,300	4,300	(25,000)
Fuel	558	307	800	800	-
Parts	536	280	150	150	-
Labor	645	214	250	250	-
Copier Charges	1,069	1,228	800	1,300	500
INTERNAL SERVICES	2,808	2,029	2,000	2,500	500
Postal Services	1,729	1,178	1,100	1,500	400
Telecommunications	668	981	1,400	1,900	500
Motor Vehicle Insurance	408	393	750	750	-
Mileage & Transportation	189	225	400	400	-
Travel & Training	2,104	2,535	6,100	5,300	(800)
Dues & Memberships	125	508	600	600	-
Office Supplies	103	920	900	900	-
Food & Food Service	-	6	450	450	-
Vehicle & Equipment	-	-	50	50	-
Uniforms & Apparel	-	-	-	200	200
Books & Subscriptions	-	-	150	150	-
Other Operating Supplies	346	259	500	500	-
Computer Equipment	60	95	-	-	-
OTHER CHARGES	5,732	7,100	12,400	12,700	300
TOTAL ZONING	**184,399**	**281,390**	**215,700**	**205,600**	**(10,100)**

Community Development – Development Services

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

Council Goals:

- Encourage sustainable growth and partnerships through business and workforce development.
- Promote and accelerate revitalization of target areas throughout the City

Department Goals & Objectives:

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

Performance Measures:

Indicators	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Measures					
Unemployment Rate	5.5%	4.9%	4.4%	4.2%	4.2%
Combined Commercial Vacancy Rate	9.5%	8.6%	5.4%	4.8%	4.6%
Number of Business Incentives	5	3	4	5	7
Dollar Amount of Business Incentives Awarded or Leveraged	$426,000	$150,00	$75,722	$355,000	$500,000
Dollar Amount Capital Investment Leveraged (tracking in FY 2016)	n/a	n/a	$170,000	$3,866,000*	$1,500,000

*The Bottling Works project at 1720 Valley Avenue has a capital investment of $3.1 million.

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Development Services	2	2	2	3	1
Total	**2**	**2**	**2**	**3**	**1**

Expenditure Summary:

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Expenditure by Classification					
Personnel Services	208,569	131,623	174,400	255,200	80,800
Contractual Services	48,426	78,794	42,000	42,000	-
Internal Services	393	574	300	300	-
Other Charges	99,774	118,154	483,800	389,500	(94,300)
TOTAL EXPENDITURES	**357,162**	**329,145**	**700,500**	**687,000**	**(13,500)**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Development Services					
Regular	-	-	-	194,870	194,870
FICA	-	-	-	15,179	15,179
VRS-Employer	-	-	-	18,734	18,734
Insurance Employer	-	-	-	2,553	2,553
VA Local Disability Plan	-	-	-	684	684
Worker's Compensation	-	-	-	161	161
Benefits Admin Fee	-	-	-	66	66
Employee Benefits	-	-	-	22,700	22,700
VRS Health Ins Credit	-	-	-	253	253
PERSONNEL	-	-	-	255,200	255,200
Medical, Dental & Hosp	-	-	-	-	-
Legal Services	-	-	-	-	-
Other Professional Services	-	-	-	42,000	42,000
Repairs & Maintenance	-	-	-	-	-
Mowing & Trimming	-	-	-	-	-
Printing & Binding	-	-	-	-	-
Local Media	-	-	-	-	-
Contracted Parking	-	-	-	-	-
CONTRACTUAL SERV	-	-	-	42,000	42,000
Copier Charges	-	-	-	300	300
INTERNAL SERVICES	-	-	-	300	300
Postal Services	-	-	-	500	500
Telecommunications	-	-	-	-	-
Mileage & Transportation	-	-	-	2,000	2,000

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Development Services - continued					
Travel & Training	-	-	-	7,500	7,500
Business Development Grant	-	-	-	75,000	75,000
Other Payments/Contributions	-	-	-	300,000	300,000
Dues & Memberships	-	-	-	1,000	1,000
Office Supplies	-	-	-	1,500	1,500
Food & Food Service	-	-	-	250	250
Building Repair & Maint	-	-	-	500	500
Books & Subscriptions	-	-	-	250	250
Other Operating Supplies	-	-	-	1,000	1,000
OTHER CHARGES	-	-	-	389,500	389,500
TOTAL DEVELOPMENT	**-**	**-**	**-**	**687,000**	**687,000**
Economic Redevelopment					
Regular	159,803	102,256	135,756	-	(135,756)
Overtime	50	952	-	-	-
FICA	11,535	7,658	9,899	-	(9,899)
VRS-Employer	19,437	8,671	16,272	-	(16,272)
Insurance Employer	1,866	867	1,847	-	(1,847)
VA Local Disability Plan	-	-	204	-	(204)
Worker's Compensation	174	85	133	-	(133)
Benefits Admin Fee	57	37	48	-	(48)
Employee Benefits	15,427	10,988	10,010	-	(10,010)
VRS Health Ins Credit	220	109	231	-	(231)
PERSONNEL	208,569	131,623	174,400	-	(174,400)
Medical, Dental & Hospital	450	-	-	-	-
Legal Services	38,137	-	-	-	-
Other Professional Services	8,992	77,378	42,000	-	(42,000)
Repairs & Maintenance	245	231	-	-	-
Mowing & Trimming	150	-	-		-
Printing & Binding	120	324	-	-	-
Local Media	332	811	-	-	-
Contracted Parking	-	50	-	-	-
CONTRACTUAL SERV	48,426	78,794	42,000	-	(42,000)
Copier Charges	393	574	300	-	(300)
INTERNAL SERVICES	393	574	300	-	(300)
Postal Services	178	198	500	-	(500)
Telecommunications	1,718	789	1,000	-	(1,000)

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Economic Redev - continued					
Mileage & Transportation	554	596	2,000	-	(2,000)
Travel & Training	1,756	4,476	3,000	-	(3,000)
Business Development Grant	89,513	58,735	175,000	-	(175,000)
Other Payments/Contributions	-	48,101	300,000	-	(300,000)
Dues & Memberships	411	785	300	-	(300)
Office Supplies	1,493	1,040	500	-	(500)
Food & Food Service	14	103	-	-	-
Building Repair & Maint	2,545	-	500	-	(500)
Books & Subscriptions	87	313	250	-	(250)
Other Operating Supplies	902	2,199	750	-	(750)
Computer Equipment	603	819	-	-	-
OTHER CHARGES	99,774	118,154	483,800	-	(483,800)
TOTAL ECONOMIC REDEV	***357,162***	***329,145***	***700,500***	***-***	***(700,500)***
TOTAL DEVELOPMENT SERVICES	**357,162**	**329,145**	**700,500**	**687,000**	**(13,500)**

Community Development – Old Town Winchester

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

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

Goals and Objectives:

- 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 while encouraging historic preservation.

Outcomes:

Indicators	**2013**	**2014**	**2015**
Measures			
Cumulative Private Investment in OTW (Since mid-80's)	$117 Million	$122 Million	$125 Million
New businesses opened in OTW	20	24	18
New rehabilitation projects	45	50	42
City events	10	10	12
People attending per event	1,500 – 4,000	500 – 4,000	500 – 4,000

Community Development – Old Town Winchester

Revenue Sources:

Revenue Sources	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
General Property Taxes	163,045	159,143	160,500	160,000	(500)
Miscellaneous Revenue	123,490	167,626	133,500	132,500	(1,000)
Federal	-	5,000	5,000	5,000	-
Subtotal Designated Revenue	**286,535**	**331,769**	**299,000**	**297,500**	**(1,500)**
Net General Tax Support	**139,550**	**114,520**	**161,200**	**168,800**	**7,600**

Expenditure Summary:

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Expenditure by Classification					
Personnel Services	106,363	119,987	148,400	151,400	3,000
Contractual Services	225,091	233,966	238,653	241,564	2,911
Internal Services	348	895	350	1,000	650
Other Charges	94,283	91,441	72,797	72,336	(461)
TOTAL EXPENDITURES	**426,085**	**446,289**	**460,200**	**466,300**	**6,100**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
OTW	1.5	1.5	2	2	0
Total	**1.5**	**1.5**	**2**	**2**	**0**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	79,312	89,357	111,571	112,200	629
FICA	5,275	6,004	7,632	7,573	(59)
VRS-Employer	9,622	10,691	13,277	10,795	(2,482)
Insurance-Employer	924	1,069	1,328	1,470	142
Worker's Compensation	87	74	92	92	-
Benefits Admin Fee	37	40	48	48	-
Employee Benefits	10,997	12,617	14,285	19,076	4,791
VRS Health Insurance Credit	109	135	167	146	(21)
PERSONNEL	106,363	119,987	148,400	151,400	3,000
Promotions	-	-	20,000	20,000	-
Special Events Promotions	186,499	208,690	199,536	202,000	2,464
Other Professional Services	22,268	8,673	8,135	8,240	105
Repairs & Maintenance	245	-	-	-	-
Landscaping	250	-	-	-	-
Printing & Binding	12,942	7,373	8,175	8,540	365
Local Media	2,812	3,124	2,682	2,684	2
Contracted Parking	15	-	-	-	-
Validated parking	60	-	125	100	(25)
Food Services	-	6,106	-	-	-
CONTRACTUAL SERV	225,091	233,966	238,653	241,564	2,911
Copier Charges	348	895	350	1,000	650
INTERNAL CHARGES	348	895	350	1,000	650
Postal Services	765	246	500	500	-
Telecommunications	1,531	819	600	830	230
General Liability Insurance	247	812	813	960	147
Office Equipment Rental	120	-	120	240	120
Building Rental	450	450	450	400	(50)
Mileage & Transportation	444	946	450	700	250
Travel & Training	1,406	1,868	950	1,900	950
VA Commission of Arts	10,000	10,000	10,000	10,000	-
Other Payments	-	20,000	-	-	-
Downtown Improv Repayment	50,000	50,000	50,000	50,000	-
Dues & Memberships	370	470	470	470	-
Misc. Charges & Fees	2,870	795	2,800	-	(2,800)
Office Supplies	2,360	285	405	375	(30)
Food & Food Service	945	442	450	430	(20)
Landscaping/Agricultural	2,605	1,451	2,000	500	(1,500)
Repairs & Maintenance	1,623	-	200	100	(100)

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Books & Subscriptions	105	112	105	273	168
Other Operating Supplies	16,651	2,440	2,214	4,558	2,344
Computer Supplies	1,611	71	190	-	(190)
Awards, Plaques, Other	180	234	80	100	20
OTHER CHARGES	94,283	91,441	72,797	72,336	(461)
TOTAL OTW	**426,085**	**446,289**	**460,200**	**466,300**	**6,100**

Community Development – GIS - Mapping

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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Expenditure by Classification					
Personnel Services	65,713	67,544	68,100	71,500	3,400
Contractual Services	10,560	14,888	14,900	15,700	800
Other Charges	1,939	3,354	6,500	6,500	-
Capital	-	10,790	-	-	-
TOTAL EXPENDITURES	**78,212**	**96,576**	**89,500**	**93,700**	**4,200**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
GIS	1	1	1	1	0
Total	**1**	**1**	**1**	**1**	**0**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	49,904	51,391	52,166	52,806	640
FICA	3,821	3,932	4,016	3,967	(49)
VRS-Employer	6,163	6,143	6,208	5,070	(1,138)
Insurance Employer	592	614	621	692	71
Worker's Compensation	55	42	43	44	1
Benefits Admin Fee	30	26	24	24	-
Employee Benefits	5,078	5,318	4,944	8,828	3,884
VRS Health Ins Credit	70	78	78	69	(9)
PERSONNEL	65,713	67,544	68,100	71,500	3,400
Engineering & Architect	-	1,688	-	-	-
Repairs & Maintenance	-	-	500	500	-
Computer Service Contracts	10,560	13,200	14,400	15,200	800
CONTRACTUAL SERV	10,560	14,888	14,900	15,700	800
Mileage & Transportation	-	951	1,000	1,000	-
Travel & Training	-	1,667	2,400	2,400	-
Dues & Association Membership	-	280	-	-	-
Office Supplies	805	440	500	500	-
Books & Subscriptions	-	-	100	100	-
Other Operating Supplies	-	16	2,500	2,500	-
Computer Equipment	1,134	-	-	-	-
OTHER CHARGES	1,939	3,354	6,500	6,500	-
Computer Equipment	-	10,790	-	-	-
CAPITAL	-	10,790	-	-	-
TOTAL GIS	**78,212**	**96,576**	**89,500**	**93,700**	**4,200**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Retirees	329,529	317,293	-	-	-
PERSONNEL	329,529	317,293	-	-	-
Parking	146,255	170,769	159,049	174,145	15,096
CONTRACTUAL SERVICES	146,255	170,769	159,049	174,145	15,096
Historical Society	79,525	85,750	85,750	85,750	-
Fund Balance	-	-	424,650	-	(424,650)
Grant Matching Funds	-	-	20,000	120,000	100,000
Emergency Contingency	-	-	10,000	10,000	-
OTHER CHARGES	79,525	85,750	540,400	215,750	(324,650)
TOTAL OTHER	**555,309**	**573,812**	**699,449**	**389,895**	**(309,554)**

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:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
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	53,000	3,000	3,000	-
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	-
Celebrating Patsy Cline	-	25,000	-	-	-
Discovery Museum	10,000	10,000	10,000	10,000	-
Discovery Museum - Capital	100,000	100,000	100,000	100,000	-
TOTAL OUTSIDE AGENCIES	**203,188**	**278,188**	**203,188**	**203,188**	**-**

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 combing resources with other local governments or agencies. City funding is typically based on City overall population estimates or is allocated based on the number of City residents using the service or facility. Funding can also be Federal or State mandated for some of the agencies.

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
NWR Juvenile Detention Center	299,751	358,593	391,595	464,997	73,402
NWRDC Regional Jail	3,549,207	3,821,772	4,154,548	4,429,906	275,358
Lord Fairfax EMS Council	8,306	8,306	9,137	9,137	-
Substance Abuse Coalition	-	-	60,000	154,500	94,500
SPCA	115,000	115,000	120,000	120,000	-
Win-Fred Metro Planning Org	20,000	15,132	27,500	27,500	-
Winchester Health Department	266,701	294,570	300,393	303,812	3,419
NW Community Services	183,307	183,307	192,472	202,096	9,624
Lord Fairfax Community College	37,391	55,216	60,288	63,990	3,702
Handley Regional Library	390,334	390,334	419,020	419,020	-
LF Soil & Water Conservancy	-	-	1,000	-	(1,000)
Winc/Fred Co EDC	72,000	-	-	-	-
Winchester Regional Airport	18,250	30,099	20,887	20,887	-
Regional Airport Capital	170,568	23,436	9,836	-	(9,836)
NSV Regional Commission	15,177	15,177	15,785	15,975	190
TOTAL REGIONAL AGENCIES	**5,145,992**	**5,310,942**	**5,782,461**	**6,231,820**	**449,359**

Transfers/Debt Service

Transfers:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Transit Fund	176,000	222,000	269,000	266,700	(2,300)
Social Services Fund	1,161,418	1,267,792	1,478,000	1,373,445	(104,555)
Community Service Pool Fund	509,628	845,610	807,000	860,000	53,000
Parking Authority	1,000,000	-	-	-	-
Schools Operating Fund	25,659,975	26,863,602	28,649,102	29,214,102	565,000
Schools Operating Other	20,000,000	126,362	16,200	16,200	-
Schools Capital Improvement	-	531,565	-	-	-
City CIP Fund	1,405,000	2,233,264	1,500,000	615,000	(885,000)
Win-Fred Co CVB Fund	100,500	100,500	100,500	150,000	49,500
Highway Maintenance Fund	1,360,000	1,323,225	590,000	605,000	15,000
TOTAL TRANSFERS	**51,372,521**	**33,513,920**	**33,409,802**	**33,100,447**	**(309,355)**

Debt Service:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
City Principal	889,040	1,159,601	1,341,600	1,759,200	417,600
HUD 108 Loan Principal	300,000	200,000	200,000	200,000	-
City Interest	653,704	761,234	743,100	997,300	254,200
Bond Issuance Costs	183,567	179,468	-	-	-
Deposit with Escrow Agent	-	12,373,771	-	-	-
HUD 108 Loan Interest	3,039	2,158	2,000	2,000	-
Paying Agent Fees	1,000	2,650	1,000	1,500	500
Schools Principal	4,858,522	4,843,169	4,586,400	4,905,200	318,800
Schools Interest	3,015,096	3,157,017	3,050,700	2,898,900	(151,800)
TOTAL DEBT SERVICE	**9,903,968**	**22,679,068**	**9,924,800**	**10,764,100**	**839,300**

Winchester Social Services provides the following programs to the citizens of the City of Winchester: 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 (APS). Also provided are services under the Comprehensive Services Act for at-risk children and the Housing Choice Voucher Program

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

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

Social Services Strategies:

- Promote workforce development opportunities and activities for low income and disabled citizens
- Provide increased focus on self-sufficiency and family strengthening programming in the provision of core mandated services
- Continue agency transition from income support programs toward self-sufficiency and family strengthening programs
- Maintain current support programs to help stabilize families during periods of unemployment or re-training
- Help secure a more reliable workforce by providing day care assistance, transportation assistance, life skills training, resource development, and job coaching to at-risk workers entering the workforce
- 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: Promote and accelerate revitalization of catalyst sites and other areas throughout the City

Social Services Strategies:

- Assure assisted units meet the City of Winchester's Rental Housing Inspection Ordinance requirements and VHDA's Housing Quality Standards

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

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
- Implementation of VaCMS, a single platform database, for the processing of benefit program applications and cases to promote access and efficiency. Provides for 24/7 access to apply online and check application and case status

Council Goal: Enhance the quality of life for all Winchester residents

- 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
- Collaborate with community groups, organizations and agencies to promote a system of care network for at risk children, youth and families

Social Service Highlights:

- Implementation of VaCMS, a single platform database, for all benefit programs to promote access and efficiency.
- Implementation of document imaging, DMIS, for citizen and staff use for increased worker efficiency in application and renewal processing
- Implemented the CommonHelp portal to provide for 24/7 access to apply and check benefit status online. Customer service access located within Social Services lobby.
- Finalized reorganization of Benefit Programs Team to promote efficiency and timely application processing.
- Created Winchester Social Services IV-E Manual to articulate internal processes
- Created Winchester Social Services Finance Manual to articulate internal processes and to continue minimization of internal risks
- Implemented succession planning for key social services positions
- Created internal DSS Safety Committee to promote workplace safety practices and procedures
- Enhanced citizen access to the Winchester Social Services Advisory Board and Community Policy Management meeting agendas and minutes by using the City's website
- Children's Services Act (CSA) Expenditures — Continued implementation of a System of Care philosophy and increased permanency planning has resulted in cost savings in Children's Services Act (CSA) expenditures. CSA spending in FY 2015 was $1,664,710.
- Adoptions--Winchester Social Services completed two (9) adoptions in FY 2015 to secure permanency for children in foster care.
- SNAP Application Processing Benefit Programs - FY 2015 Timeliness of SNAP Regular and Exp. Application Processing—98.36% (Target 97%)
  *Court ordered processing standard for Virginia
- Strengthened child welfare practices by creating and implementing agency protocols related to safety assessments and drug screening

Social Services Fund

Revenue and Expenditure Summary:

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Revenue by Classification					
Recovered Costs	61	2,959	-	-	-
State Revenue	2,120,031	2,325,731	2,957,674	2,728,113	(229,561)
Federal Revenue	2,144,245	2,197,372	2,049,476	2,297,442	247,966
Non-Revenue Receipts	1,671,046	2,113,402	2,321,850	2,274,445	(47,405)
TOTAL REVENUE	**5,935,383**	**6,639,464**	**7,329,000**	**7,300,000**	**(29,000)**
Expenditure by Class					
Personnel Services	2,592,204	2,756,643	2,869,961	2,955,300	85,339
Contractual Services	119,866	167,755	179,150	189,369	10,219
Internal Services	53,793	627	79,450	79,200	(250)
Other Charges	3,212,754	3,718,172	4,180,439	4,056,131	(124,308)
Capital	-	19,459	20,000	20,000	-
TOTAL EXPENDITURES	**5,978,617**	**6,662,656**	**7,329,000**	**7,300,000**	**(29,000)**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Welfare Admin	41	42	42	43	1
Housing Choice Voucher	3	2	2	2	0
Total	**44**	**44**	**44**	**45**	**1**

Revenue Detail:

REVENUE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Local	61	2,959	-	-	-
RECOVERED COSTS	61	2,959	-	-	-
Public Assistance & Admin	1,109,090	1,111,690	1,367,944	1,345,411	(22,533)
Foster Care	598,243	810,462	929,000	929,000	-
Administration Funds	8,639	8,639	9,000	9,000	-

Revenue Detail - continued:

REVENUE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
CSA Support Enforcement	13,087	6,075	22,000	22,000	-
Section 8 VHDA Admin Fees	94,581	111,099	100,000	100,000	-
CSA EI840 Grant	294,377	275,957	526,528	319,500	(207,028)
Child Care Quality Initiative	2,014	1,809	3,202	3,202	-
STATE REVENUE	2,120,031	2,325,731	2,957,674	2,728,113	(229,561)
Public Assistance & Admin	1,899,987	2,030,956	1,933,363	2,107,301	173,938
Child Care Quality Initiative	2,919	2,622	4,641	4,641	-
Early Intervention	241,339	163,794	111,472	185,500	74,028
FEDERAL REVENUE	2,144,245	2,197,372	2,049,476	2,297,442	247,966
Insurance Recoveries	-	-	-	-	-
General Fund	1,671,046	2,113,402	2,285,000	2,233,445	(51,555)
Assigned HCVP	-	-	36,850	41,000	4,150
NON-REVENUE RECEIPTS	1,671,046	2,113,402	2,321,850	2,274,445	(47,405)
TOTAL SOCIAL SVCS FUND	**5,935,383**	**6,639,464**	**7,329,000**	**7,300,000**	**(29,000)**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
WELFARE ADMINISTRATION					
Regular	1,684,172	1,825,857	1,901,186	1,989,807	88,621
Overtime	34,694	33,904	38,000	38,000	-
Part-time Non-Classified	69,048	64,180	84,500	63,500	(21,000)
FICA	131,276	141,112	148,394	154,264	5,870
VRS-Employer	202,616	216,375	226,256	191,058	(35,198)
Retirees	62,234	58,623	58,100	52,000	(6,100)
Insurance-Employer	19,498	21,262	22,731	26,071	3,340
VA Local Disability Plan	66	1,205	1,645	1,901	256
SUTA	12,756	-	-	-	-
Worker's Compensation	12,892	10,151	10,718	10,438	(280)
Benefits Admin Fee	1,106	1,044	1,006	1,030	24
Employee Benefits	249,638	269,150	262,532	308,231	45,699
PERSONNEL	2,479,996	2,642,863	2,755,068	2,836,300	81,232
Legal Services	46,593	73,807	60,000	70,000	10,000
Other Professional Services	14,142	17,916	35,000	35,000	-
Employment Agencies	-	-	1,000	-	(1,000)
Repairs & Maintenance	7,569	10,703	9,000	9,000	-
Vehicle Repair & Maint	2,914	2,970	3,000	3,000	-
Computer Services	650	1,728	3,000	3,000	-
Printing & Binding	1,731	1,595	3,000	3,000	-
Contracted Parking	25,536	30,768	32,400	33,000	600
Refuse Service	-	3,369	900	1,000	100
Food Services	-	44	1,450	1,450	-
CONTRACTUAL SERV	99,135	142,900	148,750	158,450	9,700
Equipment Fuel	45	-	1,700	1,700	-
Equipment Parts	648	72	500	500	-
Equipment Labor	996	320	2,000	2,000	-
Charges	52,008	-	75,000	75,000	-
Copier Charges	-	-	50	-	(50)
INTERNAL SERVICES	53,697	392	79,250	79,200	(50)

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
WELFARE ADMIN - continued					
Postal Services	18,892	20,028	20,000	20,000	-
Telecommunications	25,238	25,719	30,000	30,000	-
Property Insurance	-	-	1,500	1,500	-
Motor Vehicle Insurance	3,695	4,011	5,000	5,000	-
General Liability Insurance	12,490	15,792	13,000	16,700	3,700
Office Equipment Rental	4,930	3,677	4,000	4,000	-
Buildings	243,836	243,775	247,432	253,700	6,268
Mileage	2,436	2,234	2,000	2,000	-
Travel & Training	13,012	9,420	17,000	17,000	-
Dues & Memberships	990	950	2,550	2,550	-
Misc Charges & Fees	117	37	500	500	-
Background Checks	60	80	500	500	-
Office Supplies	17,991	17,146	20,000	20,000	-
Food & Food Service	1,603	1,993	2,000	2,000	-
Laundry & Janitorial	462	861	500	500	-
Vehicle & Equipment Fuels	8,373	8,668	10,000	10,000	-
Books & Subscriptions	389	316	500	500	-
Other Operating Supplies	16,889	12,663	18,600	18,600	-
Computer Supplies	3,564	3,062	7,300	6,000	(1,300)
Awards, Plaques, Other	269	-	-	-	-
OTHER CHARGES	375,236	370,432	402,382	411,050	8,668
Furniture & Fixtures	-	-	20,000	-	(20,000)
Motor Vehicle & Equipment		19,459	-	20,000	20,000
CAPITAL	-	19,459	20,000	20,000	-
TOTAL WELFARE ADMIN	***3,008,064***	***3,176,046***	***3,405,450***	***3,505,000***	***99,550***
PUBLIC ASSISTANCE					
Shared Personnel Cost	19,033	21,718	28,000	28,519	519
CONTRACTUAL SERV	19,033	21,718	28,000	28,519	519

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
PUBLIC ASSISTANCE - continued					
VA Cooperative Extension	5,839	5,494	9,281	9,281	-
General Relief	10,703	9,060	13,719	20,000	6,281
AUX Grants - Aged	50,367	35,730	70,719	70,719	-
AUX Grants - Disabled	125,403	119,739	146,000	146,000	-
TANF Manual Checks	-	-	3,000	3,000	-
AFDC - Foster Care	305,558	322,216	310,000	325,000	15,000
Emergency Assistance	-	-	1,000	1,000	-
Refugee Resettlement	-	-	1,000	1,000	-
Child Day Care/100% Federal	(491)	-	-	-	-
Strengthening Family	17,405	-	-	-	-
Special Needs Adoption Maint	94,417	97,703	165,000	100,000	(65,000)
Adoption Subsidy F/S/L	410,953	507,518	425,000	510,000	85,000
Special Needs Adoption P.S.	4,000	12,000	50,000	15,000	(35,000)
Family Preservation	3,459	5,867	5,000	5,000	-
Independent Living Skills	8,595	5,074	13,751	13,751	-
Adult Protective Services	3,981	5,481	6,000	6,000	-
Safe & Stable Families	15,857	21,607	22,230	22,230	-
VIEW - Purchased Service	-	-	2,000	2,000	-
VIEW - Supportive Service	63,680	54,786	65,000	65,000	-
Home-Based Companion	843	-	8,500	2,000	(6,500)
VIEW Transportation	30,854	13,761	31,000	31,000	-
VIEW Transitional Transportation	-	631	2,000	2,000	-
Respite Care	4,175	3,400	3,500	3,500	-
OTHER CHARGES	1,155,598	1,220,067	1,353,700	1,353,481	(219)
TOTAL PUBLIC ASSISTANCE	***1,174,631***	***1,241,785***	***1,381,700***	***1,382,000***	***300***
HOUSING ASSISTANCE ADMIN					
Regular	81,049	83,454	84,729	85,873	1,144
FICA	6,181	6,370	6,424	6,818	394
VRS-Employer	10,010	9,976	10,083	8,246	(1,837)
Retirees	3,144	1,968	2,100	2,000	(100)
Insurance-Employer	961	997	1,008	1,125	117
Worker's Compensation	126	97	98	98	-

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
HOUSING ASSISTANCE ADMIN					
Benefits Admin Fee	62	54	50	50	-
Employee Benefits	10,563	10,747	10,283	14,686	4,403
VRS Health Insurance Credit	112	117	118	104	(14)
PERSONNEL	112,208	113,780	114,893	119,000	4,107
Other Professional Services	85	-	-	-	-
Repairs & Maintenance	396	1,615	1,000	1,000	-
Vehicle Repairs & Maint	66	-	-	-	-
Printing & Binding	143	120	200	200	-
Contracted Parking	1,008	1,402	1,200	1,200	-
CONTRACTUAL SERV	1,698	3,137	2,400	2,400	-
Equipment Fuel	80	219	200	-	(200)
Equipment Labor	16	16	-	-	-
INTERNAL SERVICES	96	235	200	-	(200)
Postal Services	1,990	2,645	3,000	3,000	-
Telecommunications	1,124	1,249	2,000	2,000	-
Motor Vehicle Insurance	481	464	-	-	-
Office Equipment Rental	2,031	1,969	2,500	2,500	-
Buildings	8,566	8,714	8,802	9,000	198
Travel & Training	-	44	500	500	-
Office Supplies	1,134	892	1,250	1,250	-
Food & Food Services	222	245	200	200	-
Vehicle & Equipment Fuels	-	20	-	-	-
Books & Subscriptions	105	-	105	150	45
Other Operating Supplies	955	894	1,000	1,000	-
OTHER CHARGES	16,608	17,136	19,357	19,600	243
TOTAL HOUSING ASSISTANCE	***130,610***	***134,288***	***136,850***	***141,000***	***4,150***

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
SPECIAL ASSISTANCE					
Regular Foster Care	1,129,596	1,670,786	1,767,000	1,767,000	-
Other Purchased Services	535,716	439,751	638,000	505,000	(133,000)
OTHER CHARGES	1,665,312	2,110,537	2,405,000	2,272,000	(133,000)
TOTAL SPECIAL ASSISTANCE	***1,665,312***	***2,110,537***	***2,405,000***	***2,272,000***	***(133,000)***
TOTAL SOCIAL SERVICES FUND	**5,978,617**	**6,662,656**	**7,329,000**	**7,300,000**	**(29,000)**

Highway Maintenance Fund

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

- Maintenance of approximately 220 lane miles of streets
- Maintenance of numerous alleys
- Operation and maintenance of 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, sidewalks, trees, streetlights, and storm drains at a level desired by the residents. Therefore, $1,000,000 in additional revenue for FY 2017 will come from the General Fund and will be used to specifically address the City Council Strategic Plan goal listed below. The City also anticipates receiving $500,000 of state Revenue Sharing funds that will be used for street paving in FY 2017.

Council Goal: Advance the quality of life for all Winchester residents

Highway Maintenance is proposing to complete the following investment in infrastructure in FY 2017:

- Sidewalk Replacements - $500,000
- Street Repaving - $1,000,000

Total Infrastructure Improvements: $1,500,000

Outcome Measures

	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Lane Miles of Streets Paved	1.5	11.5	19.9	6.6	13.0
Linear Feet of Sidewalks Replaced	1,000	7,200	4,000	2,000	6,000

Highway Maintenance Fund

Revenue and Expenditure Summary:

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Revenue by Classification					
Use of Money	6,636	6,647	6,600	6,600	-
Miscellaneous Revenue	2,996	-	-	-	-
Recovered Costs	330	1,413	-	-	-
State Revenue	2,957,569	3,768,413	3,431,400	3,439,400	8,000
Federal Revenue	-	4,875	-	-	-
Non-Revenue Receipts	1,391,179	1,344,409	590,000	605,000	15,000
TOTAL REVENUE	**4,358,710**	**5,125,757**	**4,028,000**	**4,051,000**	**23,000**
Expenditure by Classification					
Personnel Services	1,415,426	1,420,494	1,470,100	1,433,300	(36,800)
Contractual Services	1,800,045	2,459,868	1,242,500	1,245,800	3,300
Internal Services	312,279	334,586	301,500	341,200	39,700
Other Charges	941,565	942,913	923,900	925,700	1,800
Capital	153,103	-	90,000	105,000	15,000
TOTAL EXPENDITURES	**4,622,418**	**5,157,861**	**4,028,000**	**4,051,000**	**23,000**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
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	2	2	2	2	0
Total	**24**	**24**	**24**	**24**	**0**

Highway Maintenance Fund

Revenue Detail:

REVENUE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Interest Earnings	36	47	-	-	-
General Property Rental	6,600	6,600	6,600	6,600	-
USE OF MONEY	6,636	6,647	6,600	6,600	-
Sale of Surplus Property	2,996	-	-	-	-
MISCELLANEOUS	2,996	-	-	-	-
Public Works	330	1,413	-	-	-
RECOVERED COSTS	330	1,413	-	-	-
Street & Highway Maintenance	2,802,808	2,879,871	2,931,400	2,939,400	8,000
Revenue Sharing Grant	154,761	888,542	500,000	500,000	-
STATE REVENUE	2,957,569	3,768,413	3,431,400	3,439,400	8,000
Department of Forestry	-	4,875	-	-	-
FEDERAL REVENUE	-	4,875	-	-	-
Insurance Recoveries	31,179	21,184	-	-	-
General Fund	1,360,000	1,323,225	590,000	605,000	15,000
NON-REVENUE RECEIPTS	1,391,179	1,344,409	590,000	605,000	15,000
TOTAL HIGHWAY MAINT FUND	**4,358,710**	**5,125,757**	**4,028,000**	**4,051,000**	**23,000**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
ADMINISTRATION					
Regular	163,733	168,200	176,071	175,171	(900)
Overtime	274	199	-	-	-
Part-time	4,908	4,714	-	-	-
FICA	12,562	12,878	12,399	12,651	252
VRS-Employer	20,213	20,224	20,481	16,819	(3,662)
Retirees	24,474	23,612	24,900	24,900	-
Insurance-Employer	1,940	2,022	2,048	2,295	247
Worker's Compensation	505	801	712	821	109
Benefits Admin Fee	100	87	80	80	-
Employee Benefits	21,870	22,254	21,287	23,335	2,048
VRS Health Insurance Credit	229	255	258	228	(30)
PERSONNEL	250,808	255,246	258,236	256,300	(1,936)
Repairs & Maintenance	3,976	1,694	2,500	2,500	-
Computer Services	1,395	1,437	1,600	1,600	-
Printing & Binding	89	174	300	300	-
CONTRACTUAL SERV	5,460	3,305	4,400	4,400	-
Equipment Fuel	199	164	600	600	-
Equipment Parts	14	156	100	300	200
Equipment Labor	555	774	300	800	500
INTERNAL SERVICES	768	1,094	1,000	1,700	700
Postal Services	184	141	200	200	-
Telecommunications	2,655	2,234	3,000	3,000	-
Property Insurance	1,807	1,829	1,800	2,100	300
Motor Vehicle Insurance	1,624	1,542	2,000	2,000	-
Office Equipment Rental	1,033	1,081	1,000	1,000	-
Mileage	235	265	600	600	-
Travel & Training	1,769	1,601	3,200	3,200	-
Dues & Memberships	-	-	100	100	-
Office Supplies	1,920	3,112	1,500	1,500	-
Food & Food Service	1,632	705	500	500	-
Laundry & Janitorial	108	114	100	100	-
Uniforms & Apparel	997	-	-	-	-

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
ADMINISTRATION - continued					
Books & Subscriptions	272	166	-	-	-
Other Operating Supplies	408	910	400	400	-
Computer Supplies	-	-	3,600	3,600	-
OTHER CHARGES	14,644	13,700	18,000	18,300	300
TOTAL ADMINISTRATION	***271,680***	***273,345***	***281,636***	***280,700***	***(936)***
STREETS					
Regular	396,478	413,310	478,052	424,584	(53,468)
Overtime	27,190	26,146	40,000	30,000	(10,000)
FICA	31,272	32,522	37,947	33,731	(4,216)
VRS-Employer	48,845	48,621	56,756	40,768	(15,988)
Insurance-Employer	4,702	4,882	5,689	5,563	(126)
VA Local Disability Plan	-	85	197	217	20
Worker's Compensation	25,683	24,108	28,713	22,275	(6,438)
Benefits Admin Fee	370	309	332	286	(46)
Employee Benefits	102,730	105,124	102,095	87,224	(14,871)
VRS Health Insurance Credit	560	617	717	552	(165)
PERSONNEL	637,830	655,724	750,498	645,200	(105,298)
Medical, Dental, & Hospital	1,056	-	-	-	-
Engineering & Architect	-	4,995	-	-	-
Repairs & Maintenance	11,178	9,710	13,000	13,000	-
Landscaping	-	4,460	-	-	-
Vehicle Repair & Maint	1,837	102	500	500	-
R & M Sidewalk Repair	809,047	320,247	-	-	-
R & M Resurfacing/Planing	791,923	1,874,920	1,000,000	1,000,000	-
Printing & Binding	30	446	1,100	1,100	-
Local Media	-	420	-	-	-
Laundry & Dry Cleaning	2,957	2,869	5,000	7,000	2,000
Refuse Service	668	743	-	800	800
CONTRACTUAL SERV	1,618,696	2,218,912	1,019,600	1,022,400	2,800
Equipment Fuel	78,214	54,960	70,000	70,000	-
Equipment Parts	73,597	92,927	75,000	80,000	5,000

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
STREETS - continued					
Equipment Labor	92,003	110,995	93,000	110,000	17,000
INTERNAL SERVICES	243,814	258,882	238,000	260,000	22,000
Electrical Services	7,193	7,774	6,500	8,000	1,500
Heating Services	6,817	5,599	8,000	7,000	(1,000)
Telecommunications	5,182	4,843	4,900	4,900	-
Motor Vehicle Insurance	12,136	12,252	13,000	13,000	-
Equipment Rental	1,655	1,133	4,000	2,000	(2,000)
Office Equipment Rental	861	1,081	1,000	1,000	-
Travel & Training	1,525	2,393	4,500	4,500	-
Office Supplies	480	577	500	500	-
Food & Food Service	1,291	1,508	2,000	2,000	-
Landscaping/Agricultural	3,870	6,721	10,000	7,000	(3,000)
Medical & Laboratory	459	31	-	-	-
Laundry & Janitorial	711	1,571	1,500	1,500	-
Building Repair & Maint	4,348	3,752	10,000	5,000	(5,000)
Vehicle & Equipment Fuels	299	3,104	300	300	-
Vehicle & Equip Supplies	29,713	2,824	2,500	3,500	1,000
Uniforms & Apparel	10,551	4,020	5,000	5,000	-
Other Operating Supplies	5,894	19,541	7,500	7,500	-
Streets & Sidewalks	38,435	34,114	40,000	40,000	-
Chemicals	-	1,906	1,000	1,000	-
Computer Supplies	1,671	-	1,700	1,700	-
OTHER CHARGES	133,091	114,744	123,900	115,400	(8,500)
Motor Vehicle & Equipment	99,460	-	90,000	105,000	15,000
CAPITAL	99,460	-	90,000	105,000	15,000
TOTAL STREETS	***2,732,891***	***3,248,262***	***2,221,998***	***2,148,000***	***(73,998)***
STORM DRAINAGE					
Regular	6,928	7,557	10,272	8,805	(1,467)
Overtime	28	56	-	-	-
FICA	516	554	752	728	(24)

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
STREETS - continued					
VRS-Employer	905	874	1,222	845	(377)
Insurance-Employer	89	89	122	115	(7)
Va Local Disability Plan	-	1	-	-	-
Worker's Compensation	375	415	573	434	(139)
Benefits Admin Fee	12	2	8	6	(2)
Employee Benefits	-	-	2,880	1,356	(1,524)
VRS Health Insurance Credit	11	11	15	11	(4)
PERSONNEL	8,864	9,559	15,844	12,300	(3,544)
Repairs & Maintenance	17,588	18,598	20,000	20,000	-
CONTRACTUAL SERV	17,588	18,598	20,000	20,000	-
Building Repair & Maint	2,713	2,502	2,500	2,500	-
Other Operating Supplies	63	-	-	-	-
Streets & Sidewalks	-	-	600	600	-
OTHER CHARGES	2,776	2,502	3,100	3,100	-
TOTAL STORM DRAINAGE	**29,228**	**30,659**	**38,944**	**35,400**	**(3,544)**
STREET LIGHTS					
Electrical Services	402,971	447,552	460,000	460,000	-
OTHER CHARGES	402,971	447,552	460,000	460,000	-
TOTAL STREET LIGHTS	***402,971***	***447,552***	***460,000***	***460,000***	***-***
SNOW & ICE REMOVAL					
Regular	89,297	67,131	37,066	67,088	30,022
Overtime	41,061	36,412	-	40,000	40,000
FICA	9,645	7,714	2,723	8,050	5,327
VRS-Employer	10,848	8,138	4,411	6,442	2,031
Insurance-Employer	1,024	790	441	879	438
Va Local Disability Plan	1	28	-	177	177
Worker's Compensation	6,748	4,953	2,065	5,277	3,212

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
SNOW & ICE REMOVAL- continued					
Benefits Admin Fee	50	52	24	48	24
Employee Benefits	-	-	8,230	14,252	6,022
VRS Health Insurance Credit	114	99	56	8	31
PERSONNEL	158,788	125,317	55,016	142,300	87,284
Repairs & Maintenance	47,520	33,650	10,000	10,000	-
Local Media	-	143	-	-	-
CONTRACTUAL SERVICES	47,520	33,793	10,000	10,000	-
Equipment Fuel	1,187	1,305	-	1,000	1,000
Equipment Parts	29,628	35,375	15,000	35,000	20,000
Equipment Labor	13,742	12,350	14,000	14,000	-
INTERNAL SERVICES	44,557	49,030	29,000	50,000	21,000
Electrical Services	793	1,220	800	1,000	200
Equipment Rental	-	-	500	500	-
Travel - Convention & Education	950	287	-	-	-
Misc Charges & Fees	-	220	-	-	-
Food & Food Service	-	179	-	-	-
Building Repair & Maintenance	1,523	509	1,500	1,500	-
Vehicle & Equip Supplies	2,640	5,907	-	-	-
Other Operating Supplies	32,662	238	1,000	1,000	-
Streets & Sidewalks	406	-	-	-	-
Chemicals	150,594	114,736	100,000	100,000	-
OTHER CHARGES	189,568	123,296	103,800	104,000	200
TOTAL SNOW & ICE	***440,433***	***331,436***	***197,816***	***306,300***	***108,484***
TRAFFIC SIGNALS					
Regular	161,965	170,807	183,560	174,128	(9,432)
Overtime	19,077	18,306	17,000	17,000	-
FICA	13,423	14,036	14,770	14,685	(85)
VRS-Employer	19,706	20,351	21,711	16,720	(4,991)
Insurance-Employer	1,894	2,041	2,184	2,281	97

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
TRAFFIC SIGNALS - continued					
VA Local Disability Plan	45	160	172	390	218
State Unemployment Tax	2,560	677	-	-	-
Worker's Compensation	11,086	10,371	11,174	9,418	(1,756)
Benefits Admin Fee	137	120	120	120	-
Employee Benefits	37,316	37,322	35,688	37,332	1,644
VRS Health Insurance Credit	225	257	276	226	(50)
PERSONNEL	267,434	274,448	286,655	272,300	(14,355)
Repairs & Maintenance	24,486	29,937	27,100	27,100	-
Vehicle Repairs & Maintenance	10,754	3,230	-	-	-
R & M Street Striping	-	55,389	60,000	60,000	-
Printing & Binding	30	-	100	100	-
Laundry & Dry Cleaning	-	-	500	500	-
Miss Utility Service	277	625	500	500	-
CONTRACTUAL SERV	35,547	89,181	88,200	88,200	-
Equipment Fuel	8,449	4,928	10,000	8,000	(2,000)
Equipment Parts	4,399	7,659	10,000	8,000	(2,000)
Equipment Labor	8,384	9,468	10,000	10,000	-
INTERNAL SERVICES	21,232	22,055	30,000	26,000	(4,000)
Electrical Services	46,309	53,580	50,000	50,000	-
Heating Services	1,797	1,745	1,500	1,500	-
Postal Services	353	445	500	500	-
Telecommunications	7,938	8,139	8,000	8,000	-
Motor Vehicle Insurance	3,731	5,869	6,000	6,000	-
Equipment Rental	479	628	2,000	2,000	-
Mileage & Transportation	-	-	1,000	-	(1,000)
Travel & Training	160	225	4,000	4,000	-
Dues & Memberships	70	-	-	-	-
Office Supplies	666	691	1,000	1,000	-
Food & Food Service	242	397	-	-	-
Laundry & Janitorial	901	609	1,000	1,000	-
Building Repair & Maintenance	44,347	86,983	45,000	55,000	10,000

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
TRAFFIC SIGNALS - continued					
Vehicle & Equipment Fuels	627	613	1,000	1,000	-
Vehicle & Equip Supplies	2,143	430	2,000	2,000	-
Uniforms & Apparel	2,301	3,160	3,200	3,200	-
Books & Subscriptions	-	-	300	300	-
Other Operating Supplies	305	376	500	500	-
Signs	49,532	35,881	50,000	50,000	-
Computer Supplies	9,500	5,483	-	-	-
Pavement Marking Materials	17,370	23,451	20,000	20,000	-
OTHER CHARGES	188,771	228,705	197,000	206,000	9,000
Motor Vehicle & Equipment	53,643	-	-	-	-
CAPITAL	53,643	-	-	-	-
TOTAL TRAFFIC SIGNALS	***566,627***	***614,389***	***601,855***	***592,500***	***(9,355)***
TREES DIVISION					
Regular	62,841	68,894	71,781	72,664	883
Overtime	473	28	-	1,000	1,000
FICA	4,731	5,130	5,344	5,332	(12)
VRS-Employer	7,743	7,986	8,542	6,977	(1,565)
Insurance-Employer	718	800	854	952	98
Worker's Compensation	2,693	3,831	4,001	3,581	(420)
Benefits Admin Fee	51	49	48	48	-
Employee Benefits	12,367	13,381	13,173	14,252	1,079
VRS Health Insurance Credit	85	101	108	94	(14)
PERSONNEL	91,702	100,200	103,851	104,900	1,049
Repairs & Maintenance	75,204	95,708	100,000	100,000	-
Printing & Binding	30	-	100	100	-
Local Media	-	201	-	-	-
Laundry & Dry Cleaning	-	170	-	500	500
Sanitary Landfill Usage	-	-	200	200	-
CONTRACTUAL SERV	75,234	96,079	100,300	100,800	500

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
TREES - continued					
Equipment Fuel	1,554	1,506	1,500	1,500	-
Equipment Parts	112	576	1,000	1,000	-
Equipment Labor	242	1,443	1,000	1,000	-
INTERNAL SERVICES	1,908	3,525	3,500	3,500	-
Postal Services	112	54	-	100	100
Telecommunications	1,646	2,126	1,900	2,600	700
Motor Vehicle Insurance	502	484	1,000	1,000	-
Mileage & Transportation	340	246	500	500	-
Travel & Training	1,524	915	3,300	3,300	-
Dues & Memberships	250	265	500	500	-
Office Supplies	208	169	200	200	-
Food & Food Services	127	77	100	100	-
Landscaping/Agricultural	1,452	6,393	7,500	7,500	-
Vehicle & Equipment Fuels	-	77	100	100	-
Vehicle & Equipment	560	506	1,500	1,500	-
Uniforms & Apparel	327	592	600	600	-
Books & Subscriptions	197	353	300	300	-
Other Operating Supplies	347	157	500	500	-
Chemicals	-	-	100	100	-
Computer Equipment	2,152	-	-	-	-
OTHER CHARGES	9,744	12,414	18,100	18,900	800
TOTAL TREES DIVISION	***178,588***	***212,218***	***225,751***	***228,100***	***2,349***
HIGHWAY MAINT FUND	**4,622,418**	**5,157,861**	**4,028,000**	**4,051,000**	**23,000**

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: Advance the quality of life for all Winchester residents

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

Trends/Outcomes:

Indicators	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Projected
Ridership	130,190	120,758	126,122	130,000	132,000
Vehicle Revenue Miles	198,778	190,964	189,545	190,000	190,000
Vehicle Revenue Hours	17,589	18,797	18,121	18,500	18,500
Reportable Incidents	8	6	2	3	0
Injuries	0	0	0	0	0

Revenues and Expenditure Summary:

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Revenue by Classification					
Charges for Services	82,950	90,146	87,300	87,300	-
Miscellaneous Revenue	-	15,032	-	-	-
State Revenue	206,748	260,508	227,300	169,000	(58,300)
Federal Revenue	496,633	809,577	858,400	492,000	(366,400)
Non-Revenue Receipts	181,878	223,172	269,000	266,700	(2,300)
TOTAL REVENUE	**968,209**	**1,398,435**	**1,442,000**	**1,015,000**	**(427,000)**
Expenditure by Classification					
Personnel Services	646,036	648,788	665,000	676,700	11,700
Contractual Services	57,104	44,937	47,900	47,300	(600)
Internal Services	185,596	158,298	215,000	178,000	(37,000)
Other Charges	59,198	41,747	64,100	63,000	(1,100)
Capital	25,161	503,490	450,000	50,000	(400,000)
TOTAL EXPENDITURES	**973,095**	**1,397,260**	**1,442,000**	**1,015,000**	**(427,000)**

Transit Fund

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2017	FY 2017	Inc/(Dec)
Fixed Route Division	9	9	9	9	0
Para Transit Division	3	3	3	3	0
Total	**12**	**12**	**12**	**12**	**0**

Revenue Detail:

REVENUE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Fixed Route - Meter Fares	58,477	61,672	63,000	63,000	-
Fixed Route - Adult Fares	8,765	8,857	9,000	9,000	-
Fixed Route - Half Fares	2,640	2,782	3,000	3,000	-
Para-transit Meter Fares	2,801	2,484	2,800	2,800	-
Advertising	4,500	9,100	2,500	2,500	-
Trolley Meter Fares	1,713	849	3,000	3,000	-
Para-transit Adult Ticket	24	62	-	-	-
Para-transit Half Fare	4,030	4,340	4,000	4,000	-
CHARGES FOR SERVICES	82,950	90,146	87,300	87,300	-
Sale of Surplus Property	-	14,900	-	-	-
Miscellaneous	-	132	-	-	-
MISC REVENUE	-	15,032	-	-	-
Formula Assistance	202,426	184,138	182,000	164,000	(18,000)
Capital Projects	4,322	76,370	45,300	5,000	(40,300)
STATE REVENUE	206,748	260,508	227,300	169,000	(58,300)
Federal Programs	449,088	405,568	496,000	452,000	(44,000)
Capital Projects	47,545	404,009	362,400	40,000	(322,400)
FEDERAL REVENUE	496,633	809,577	858,400	492,000	(366,400)
Insurance Recoveries	5,878	1,172	-	-	-
General Fund	176,000	222,000	269,000	266,700	(2,300)
NON-REVENUE RECEIPTS	181,878	223,172	269,000	266,700	(2,300)
TOTAL TRANSIT REVENUE	**968,209**	**1,398,435**	**1,442,000**	**1,015,000**	**(427,000)**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
FIXED ROUTE SERVICE					
Regular	282,204	287,141	297,519	306,856	9,337
Overtime	34,865	31,456	25,000	25,000	-
Part-time Non-Classified	4,908	28,058	15,808	15,808	-
FICA	24,274	25,997	25,237	25,749	512
VRS-Employer	34,196	33,587	35,267	29,463	(5,804)
Retirees	11,529	11,806	12,450	12,450	-
Insurance-Employer	3,282	3,358	3,539	4,021	482
VA Local Disability Plan	-	153	189	363	174
Worker's Compensation	6,273	6,853	6,817	6,698	(119)
Benefits Admin Fee	260	227	220	220	-
Employee Benefits	55,859	61,805	61,788	72,872	11,084
VRS Health Insurance Credit	387	423	446	400	(46)
PERSONNEL	458,037	490,864	484,280	499,900	15,620
Medical, Dental, & Hospital	767	1,625	1,500	1,500	-
Other Professional Services	-	485	500	300	(200)
Repairs & Maintenance	26,327	9,623	6,000	7,000	1,000
Vehicle Repair & Maintenance Services	13,597	1,266	4,000	2,000	(2,000)
Computer/Hardware Service Contracts	7,520	20,520	23,000	23,000	-
Printing & Binding	6,150	7,529	5,000	5,000	-
Local Media	423	1,482	2,500	2,500	-
Laundry & Dry Cleaning	2,320	2,407	2,000	3,000	1,000
CONTRACTUAL SERVICES	57,104	44,937	44,500	44,300	(200)
Equipment Fuel	68,352	51,015	70,000	60,000	(10,000)
Equipment Parts	34,479	29,952	40,000	30,000	(10,000)
Equipment Labor	44,678	47,501	60,000	50,000	(10,000)
INTERNAL SERVICES	147,509	128,468	170,000	140,000	(30,000)
Electrical Services	4,722	5,285	5,000	5,000	-
Heating Services	3,408	3,372	6,000	6,000	-
Water & Sewer	1,486	876	1,500	1,500	-
Postal Services	265	217	300	300	-
Telecommunications	3,728	4,401	4,500	6,000	1,500
Property Insurance	1,379	1,327	3,700	3,000	(700)

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
FIXED ROUTE SERVICE - continued					
Motor Vehicle Insurance	8,810	9,844	15,000	15,000	-
General Liability Insurance	2,519	2,543	2,200	3,500	1,300
Mileage	337	26	2,000	2,000	-
Travel - Convention & Education	1,226	1,167	1,500	1,500	-
Dues & Association Memberships	803	745	1,000	1,000	-
Background Checks	292	305	500	500	-
Office Supplies	1,205	1,045	2,000	2,000	-
Misc Charges	-	34	-	-	-
Medical & Laboratory	514	481	500	500	-
Laundry & Janitorial Services	1,249	1,163	2,000	2,000	-
Building Repair & Maintenance	749	312	200	200	-
Vehicle & Equipment Fuels	-	3,972	-	-	-
Vehicle & Equipment Supplies	883	895	1,000	1,000	-
Uniforms & Apparel	1,788	1,030	2,000	2,000	-
Other Operating Supplies	20,600	2,617	10,000	10,000	-
Computer/Hardware Supplies	3,077	90	3,000	-	(3,000)
Awards, Plaques, Other	-	-	200	-	(200)
OTHER CHARGES	59,040	41,747	64,100	63,000	(1,100)
Machinery & Equipment	25,161	417,832	450,000	-	(450,000)
Computer Equip/Hardware	-	85,658	-	-	-
Building Improvements	-	-	-	50,000	50,000
CAPITAL	25,161	503,490	450,000	50,000	(400,000)
TOTAL FIXED ROUTE SERVICE	***746,851***	***1,209,506***	***1,212,880***	***797,200***	***(415,680)***
PARATRANSIT SERVICE					
Regular	86,339	88,704	90,272	91,386	1,114
Overtime	5,080	4,312	-	5,000	5,000
FICA	6,548	6,747	6,464	6,841	377
VRS-Employer	10,650	10,565	10,742	8,775	(1,967)
Insurance-Employer	1,022	1,056	1,074	1,197	123
Worker's Compensation	2,965	2,933	2,877	2,830	(47)
Benefits Admin Fee	90	77	72	72	-

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
PARATRANSIT - continued					
VRS Health Insurance Credit	121	133	136	119	(17)
Employee Benefits	26,348	23,495	22,514	23,080	566
PERSONNEL	139,163	138,022	134,151	139,300	5,149
Medical, Dental, & Hospital	-	-	400	400	-
Vehicle Repairs & Maintenance	-	-	1,500	1,500	-
CONTRACTUAL SERVICES	-	-	1,900	1,900	-
Equipment Fuel	15,565	11,215	12,000	10,000	(2,000)
Equipment Parts	4,211	4,193	3,000	3,000	-
Equipment Labor	8,772	7,796	9,000	9,000	-
INTERNAL SERVICES	28,548	23,204	24,000	22,000	(2,000)
TOTAL PARATRANSIT SERVICE	***167,711***	***161,226***	***160,051***	***163,200***	***3,149***
TROLLEY ROUTES					
Regular	-	275	-	-	-
Overtime	5,827	143	-	-	-
Part-time Non-classified	38,297	17,516	42,016	34,400	(7,616)
FICA	3,376	1,398	3,214	2,298	(916)
Worker's Compensation	1,336	570	1,339	802	(537)
PERSONNEL	48,836	19,902	46,569	37,500	(9,069)
Medical, Dental, & Hospital	-	-	300	300	-
Vehicle Repairs & Maintenance	-	-	1,200	800	(400)
CONTRACTUAL SERVICES	-	-	1,500	1,100	(400)
Equipment Fuel	6,160	3,219	10,000	8,000	(2,000)
Equipment Parts	1,181	1,669	4,000	3,000	(1,000)
Equipment Labor	2,198	1,738	7,000	5,000	(2,000)
INTERNAL SERVIES	9,539	6,626	21,000	16,000	(5,000)

Expenditure Detail - continued

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
PARATRANSIT - continued					
Background Checks	158	-	-	-	-
OTHER CHARGES	158	-	-	-	-
TOTAL TROLLEY ROUTES	***58,533***	***26,528***	***69,069***	***54,600***	***(14,469)***
TOTAL TRANSIT EXPENDITURES	**973,095**	**1,397,260**	**1,442,000**	**1,015,000**	**(427,000)**

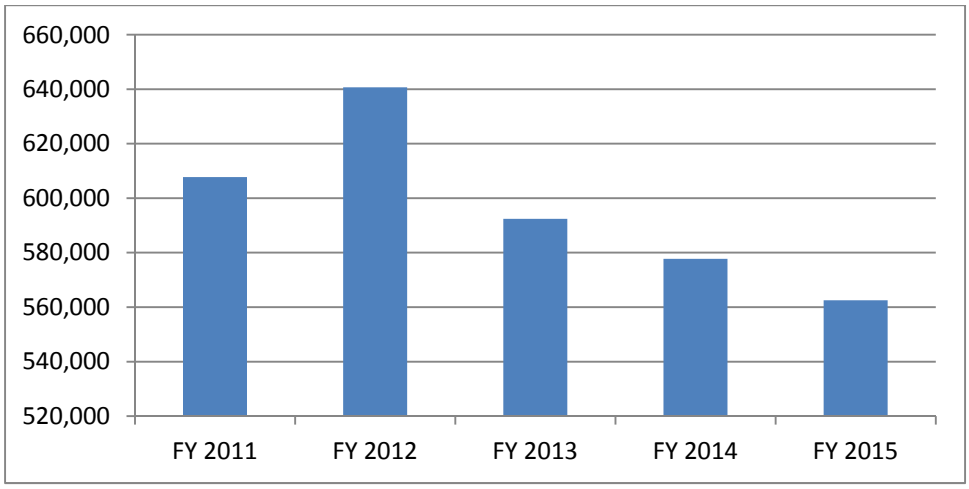
Emergency Medical Services (EMS) Fund

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

Goals and Objectives:

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

EMS Reserve Funds by Year:



Revenue Detail:

REVENUE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Interest Earnings	1,354	1,886	2,000	2,000	-
REVENUE USE OF MONEY	1,354	1,886	2,000	2,000	-
EMS Transport Fees	1,066,452	1,117,553	1,065,000	1,065,000	-
CHARGES FOR SERVICES	1,066,452	1,117,553	1,065,000	1,065,000	-
Fund Balance	-	-	7,000	-	(7,000)
NON-REVENUE RECEIPTS	-	-	7,000	-	(7,000)
TOTAL EMS REVENUE	**1,067,806**	**1,119,439**	**1,074,000**	**1,067,000**	**(7,000)**

Emergency Medical Services (EMS) Fund

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Administration	1	1	1	1	0
Firefighters	8	8	9	9	0
Total	**9**	**9**	**10**	**10**	**0**

Expenditure Summary:

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Expenditure by Classification					
Personnel Services	693,194	719,154	693,034	658,600	(34,434)
Contractual Services	248,082	251,551	271,713	236,150	(35,563)
Other Charges	141,240	163,950	109,253	172,250	62,997
TOTAL EXPENDITURES	**1,082,516**	**1,134,655**	**1,074,000**	**1,067,000**	**(7,000)**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	453,592	476,680	458,791	432,154	(26,637)
Overtime	44,869	31,751	40,000	52,000	12,000
FICA	32,931	41,723	38,240	35,871	(2,369)
VRS-Employer	55,804	52,976	54,346	41,395	(12,951)
VRS-LODA	-	-	-	4,200	4,200
Retirees	9,433	8,855	9,325	8,900	(425)
Insurance-Employer	4,662	4,538	5,461	5,662	201
VA Local Disability Plan	-	190	242	250	8
Worker's Compensation	16,870	41,967	18,870	19,741	871
Benefits Admin Fee	260	218	264	240	(24)
Employee Benefits	74,223	59,684	66,810	57,625	(9,185)
VRS Health Insurance Credit	550	572	685	562	(123)
PERSONNEL	693,194	719,154	693,034	658,600	(34,434)
Medical, Dental, & Hospital	3,265	3,346	5,600	5,600	-
Other Professional Services	69,297	72,585	69,262	55,500	(13,762)

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Computer Services	2,088	2,278	350	350	-
Printing & Binding	1,317	613	1,100	1,100	-
Local Media	-	172	-	-	-
Laundry & Dry Cleaning Services	2,115	2,557	3,600	3,600	-
Volunteer Fire Stations	170,000	170,000	191,801	170,000	(21,801)
CONTRACTUAL SERVICES	248,082	251,551	271,713	236,150	(35,563)
Postal Services	87	85	50	50	-
Telecommunications	597	50	700	3,700	3,000
Office Equipment Rental	354	354	400	400	-
Travel - Convention & Education	99	1,440	500	500	-
Volunteer Fire Department	109,903	120,900	68,192	98,900	30,708
Banking Fees	-	482	1,000	1,000	-
Misc. Charges & Fees	5,875	7,060	4,100	4,100	-
Office Supplies	397	207	300	300	-
Food & Food Service	35	93	950	950	-
Medical Laboratory	20,958	28,273	21,311	27,700	6,389
Vehicle & Equipment Fuels	-	-	50	50	-
Uniforms & Apparel	2,179	3,818	11,000	33,900	22,900
Books & Subscriptions	683	-	500	500	-
Other Operating Supplies	73	1,188	200	200	-
OTHER CHARGES	141,240	163,950	109,253	172,250	62,997
TOTAL EMS EXPENDITURES	**1,082,516**	**1,134,655**	**1,074,000**	**1,067,000**	**(7,000)**

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:

- 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:

- Increase the number of visitors to 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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Revenue by Classification					
Revenue Use of Money	104	100	-	-	-
Miscellaneous Revenue	142,230	133,717	140,500	190,000	49,500
Non-Revenue Receipts	100,500	100,500	139,500	150,000	10,500
TOTAL REVENUE	**242,834**	**234,317**	**280,000**	**340,000**	**60,000**
Expenditure by Classification					
Personnel Services	131,589	130,923	165,337	194,600	29,263
Contractual Services	58,162	73,610	59,160	83,700	24,540
Other Charges	52,676	52,047	55,503	61,700	6,197
TOTAL EXPENDITURES	**242,427**	**256,580**	**280,000**	**340,000**	**60,000**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Administration	1.5	1.5	2.0	2.0	0
Total	**1.5**	**1.5**	**2.0**	**2.0**	**0**

Revenue Detail:

REVENUE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Interest Earnings	104	100	-	-	-
REVENUE USE OF MONEY	104	100	-	-	-
Special Events	17,234	12,374	15,000	10,000	(5,000)
Gift Shop Sales	24,496	20,843	25,000	20,000	(5,000)
Frederick County	100,500	100,500	100,500	150,000	49,500
Miscellaneous Grant	-	-	-	10,000	10,000
MISCELLANEOUS	142,230	133,717	140,500	190,000	49,500
General Fund	100,500	100,500	100,500	150,000	49,500
Fund Balance	-	-	39,000	-	(39,000)
NON-REVENUE RECEIPTS	100,500	100,500	139,500	150,000	10,500
TOTAL WFCCVB REVENUE	**242,834**	**234,317**	**280,000**	**340,000**	**60,000**

Winchester-Frederick County Convention & Visitors Bureau Fund

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	69,522	70,204	93,579	108,934	15,355
Part-time Non-classified	33,493	34,429	34,000	42,000	8,000
FICA	7,904	8,022	9,927	10,673	746
VRS-Employer	8,586	6,923	11,136	12,273	1,137
Retirees	1,572	1,476	1,600	1,600	-
Insurance-Employer	824	692	1,113	1,227	114
Worker's Compensation	113	87	105	120	15
Flex Benefits - Admin Fee	38	27	48	48	-
Flex Benefits - Employee	9,440	8,976	13,689	17,570	3,881
VRS Health Insurance Credit	97	87	140	155	15
PERSONNEL	131,589	130,923	165,337	194,600	29,263
Other Professional Services	11,387	24,682	14,460	20,500	6,040
Maintenance Contracts	1,972	7,065	1,200	1,200	-
Printing & Binding	4,278	1,614	3,500	18,000	14,500
Local Media	40,525	40,249	40,000	44,000	4,000
CONTRACTUAL SERV	58,162	73,610	59,160	83,700	24,540
Postal Services	5,773	5,385	6,000	7,000	1,000
Telecommunications	2,864	3,210	3,500	3,500	-
Property Insurance	2,007	1,089	2,000	2,000	-
General Liability Insurance	387	543	500	500	-
Office Equipment Rental	2,055	3,001	2,500	2,500	-
Building Rental	15,900	15,900	15,900	15,900	-
Mileage & Transportation	2,663	1,638	2,500	5,000	2,500
Travel & Training	2,072	1,791	2,650	4,600	1,950
Dues & Memberships	1,940	1,890	2,000	2,600	600
Misc. Charges & Fees	791	619	800	800	-
Background Checks	-	-	100	100	-
Office Supplies	708	1,340	1,000	1,000	-
Food & Food Service	1,315	419	1,000	1,000	-
Books & Subscriptions	735	873	953	1,000	47
Other Operating Supplies	1,424	365	850	900	50
Merchandise for Resale	11,958	11,831	12,000	12,000	-
Computer Supplies	8	2,153	1,200	1,200	-
Awards, Plaques, Other	76	-	50	100	50
OTHER CHARGES	52,676	52,047	55,503	61,700	6,197
TOTAL WFCCVB EXPEND	**242,427**	**256,580**	**280,000**	**340,000**	**60,000**

Law Library Fund

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

Goals and Objectives:

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

Revenue and Expenditure Summary:

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Revenue by Classification					
Use of Money	270	377	-	-	-
Charges for Services	48,534	48,433	50,000	50,000	-
TOTAL REVENUE	**48,804**	**48,810**	**50,000**	**50,000**	**-**
Expenditure by Classification					
Personnel Services	6,000	6,000	6,000	6,000	-
Contractual Services	257	333	2,000	2,000	-
Other Charges	30,906	26,809	42,000	42,000	-
TOTAL EXPENDITURES	**37,163**	**33,142**	**50,000**	**50,000**	**-**

Revenue Detail:

REVENUE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Interest Earnings	270	377	-	-	-
USE OF MONEY	270	377	-	-	-
City Fees	37,786	38,145	38,000	38,000	-
County Fees	10,748	10,288	12,000	12,000	-
CHARGES FOR SERVICES	48,534	48,433	50,000	50,000	-
TOTAL REVENUE	**48,804**	**48,810**	**50,000**	**50,000**	**-**

Law Library Fund

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Part-time Non-classified	6,000	6,000	6,000	6,000	-
PERSONNEL	6,000	6,000	6,000	6,000	-
Repairs & Maintenance	257	333	2,000	2,000	-
CONTRACTUAL SERVICES	257	333	2,000	2,000	-
Telecommunications	1,476	1,064	2,000	2,000	-
Office Equipment	1,647	1,791	2,000	2,000	
Banking Fees	-	112	500	500	
Books & Subscriptions	27,783	23,842	30,000	30,000	-
Other Operating Supplies	-	-	2,500	2,500	-
Computer Supplies	-	-	5,000	5,000	-
OTHER CHARGES	30,906	26,809	42,000	42,000	-
TOTAL EXPENDITURES	**37,163**	**33,142**	**50,000**	**50,000**	**-**

Winchester Parking Authority Fund

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

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 2013	FY 2014	FY 2015	FY 2016 Estimated	FY 2017 Projected
Number of hourly customers utilizing the garages under normal operations	124,342	124,808	138,286	128,000	128,500
Number of total monthly parkers	985	929	957	985	1,000
Number of parkers Friday of Apple Blossom Festival	1,130	968	1,080	1,150	1,200
Number of parkers Saturday of Apple Blossom Festival	1,200	1,217	1,226	1,200	1,250
Number or parker for the Christmas Parade	262	339	113	300	300

Revenue Summary:

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Revenue by Classification					
Local Revenue	87,226	76,847	84,000	75,000	(9,000)
Charges for Services	954,796	1,048,311	1,143,000	1,157,000	14,000
Miscellaneous Revenue	490	1,100	-	-	-
Non-Revenue Receipts	1,000,000	1,329	29,000	-	(29,000)
TOTAL REVENUE	**2,042,512**	**1,127,587**	**1,256,000**	**1,232,000**	**(24,000)**

Winchester Parking Authority Fund

Expenditure Summary:

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Expenditure by Classification					
Personnel Services	336,046	324,315	335,025	359,800	24,775
Contractual Services	87,735	973,271	135,900	80,500	(55,400)
Internal Services	4,075	4,099	5,600	4,600	(1,000)
Other Charges	152,125	182,202	200,100	207,600	7,500
Capital	258,127	257,499	-	-	-
Debt	388,330	379,872	579,375	579,500	125
TOTAL EXPENDITURES	**1,226,438**	**2,121,258**	**1,256,000**	**1,232,000**	**(24,000)**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Administration	5	5	5	5	0
Parking Enforcement	1	1	1	1	0
Total	**6**	**6**	**6**	**6**	**0**

Revenue Detail:

REVENUE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Parking Fines	86,694	75,792	84,000	75,000	(9,000)
Interest Earnings	532	1,055	-	-	-
LOCAL REVENUE	87,226	76,847	84,000	75,000	(9,000)
Parking Meters - On Street	138,609	144,171	208,000	209,500	1,500
Parking Meters - Off Street	47,791	59,698	60,000	70,000	10,000
Auto Park Fees- Court Square	34,083	37,477	40,000	40,000	-
Auto Park Fees - Loudoun	17,752	15,404	18,000	17,000	(1,000)
Auto Park Fees - Braddock	89,076	99,446	90,000	100,000	10,000
Auto Park Fees - GW	79,931	88,557	84,000	90,000	6,000
Parking - Off Street Rental	30,823	33,189	36,000	33,000	(3,000)
Auto Park Rent - Court Square	147,804	154,306	168,000	160,000	(8,000)
Auto Park Rent - Loudoun	107,825	116,615	126,000	124,000	(2,000)
Auto Park Rent - Braddock	67,610	64,316	71,000	68,000	(3,000)

Revenue Detail - continued:

REVENUE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Auto Park Rent - GW	156,231	196,976	202,000	205,500	3,500
Validated Parking - DDB	9,263	8,936	10,000	10,000	-
Advance Ticket Sales	27,998	29,220	30,000	30,000	-
CHARGES FOR SERVICES	954,796	1,048,311	1,143,000	1,157,000	14,000
Other	490	1,100	-	-	-
MISCELLANEOUS REVENUE	490	1,100	-	-	-
Insurance Recoveries	-	1,329	-	-	-
Transfer from General Fund	1,000,000	-	-	-	-
Fund Balance	-	-	29,000	-	(29,000)
NON-REVENUE RECEIPTS	1,000,000	1,329	29,000	-	(29,000)
TOTAL WPA REVENUE	**2,042,512**	**1,127,587**	**1,256,000**	**1,232,000**	**(24,000)**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
WPA ADMINISTRATION					
Regular	190,720	195,066	198,294	200,665	2,371
Overtime	9,130	8,749	8,000	5,000	(3,000)
Part-time	3,272	2,214	-	25,000	25,000
FICA	15,282	15,551	15,239	16,591	1,352
VRS-Employer	23,101	10,705	23,597	19,268	(4,329)
Retirees	6,289	5,903	6,225	6,302	77
Insurance-Employer	2,217	2,302	2,359	2,629	270
VA Local Disability Plan	-	-	-	18	18
Worker's Compensation	2,838	1,009	1,092	1,656	564
Flex Benefits - Admin Fee	150	130	123	123	-
Flex Benefits - Employee	32,139	30,849	28,623	30,687	2,064
VRS Health Ins Credit	262	290	297	261	(36)
PERSONNEL	285,400	272,768	283,849	308,200	24,351

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
WPA ADMINISTRATION - continued					
Engineering & Architect	44,083	13,463	10,000	5,000	(5,000)
Other Professional Services	-	-	-	-	-
Temporary Help/Other	140	170	200	200	-
Repairs & Maintenance	2,591	3,701	3,000	3,000	-
Vehicle Repair & Maintenance	1,092	1,893	1,000	1,000	-
Printing & Binding	6,661	8,295	7,000	5,000	(2,000)
Laundry & Dry Cleaning	936	949	800	700	(100)
CONTRACTUAL SERVICES	55,503	28,471	22,000	14,900	(7,100)
Equipment Fuel	3,690	2,393	3,500	2,500	(1,000)
Equipment Parts	96	1,073	1,000	1,000	-
Equipment Labor	258	625	1,000	1,000	-
Copier Charges	31	8	100	100	-
INTERNAL SERVICES	4,075	4,099	5,600	4,600	(1,000)
Postal Services	215	446	200	500	300
Telecommunications	1,368	1,734	2,000	2,000	-
Motor Vehicle Insurance	1,005	968	1,000	1,000	-
General Liability Insurance	3,295	4,243	4,200	4,200	-
Equipment	-	1,824	-	1,000	1,000
Mileage	-	-	100	100	-
Travel & Training	-	-	600	600	-
Banking Fees	-	382	-	-	-
Dues & Memberships	-	100	100	100	-
Misc Charges & Fees	13,421	16,559	13,000	17,000	4,000
Office Supplies	1,576	463	1,000	500	(500)
Food & Food Service	50	104	100	100	-
Landscaping/Agricultural	28	43	-	-	-
Vehicle & Equip Supplies	316	689	500	500	-
Uniforms & Apparel	186	458	200	200	-
Other Operating Supplies	1,730	2,953	2,000	2,000	-
Chemicals	613	613	700	700	-
Computer Equipment	1,059	683	-	35,000	35,000
OTHER CHARGES	24,862	32,262	25,700	65,500	39,800
Depreciation Expense	258,127	257,499	-	-	-
CAPITAL	258,127	257,499	-	-	-
TOTAL WPA ADMIN	***627,967***	***595,099***	***337,149***	***393,200***	***56,051***

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
OFF-STREET LOTS					
Repairs & Maintenance	2,854	309	2,500	1,000	(1,500)
CONTRACTUAL SERV	2,854	309	2,500	1,000	(1,500)
Electrical Services	4,785	5,478	5,000	5,000	-
Rent - Parking Lots	6,459	6,459	6,500	7,000	500
Landscaping/Agricultural	-	-	200	200	-
Repairs & Maintenance	206	246	200	500	300
Other Operating Supplies	1,530	432	1,500	500	(1,000)
OTHER CHARGES	12,980	12,615	13,400	13,200	(200)
TOTAL OFF-STREET LOTS	***15,834***	***12,924***	***15,900***	***14,200***	***(1,700)***
BRADDOCK AUTOPARK					
Repairs & Maintenance	6,379	170,498	25,500	10,000	(15,500)
Landscaping	-	-	-	-	-
CONTRACTUAL SERV	6,379	170,498	25,500	10,000	(15,500)
Electrical Services	12,647	13,202	13,000	13,000	-
Water & Sewer	878	784	900	-	(900)
Telecommunications	1,970	2,241	2,000	2,000	-
Property Insurance	3,274	5,299	5,300	5,700	400
Laundry & Janitorial	364	773	500	500	-
Repair & Maintenance	1,406	4,623	1,500	1,500	-
Other Operating Supplies	366	474	500	500	-
OTHER CHARGES	20,905	27,396	23,700	23,200	(500)
TOTAL BRADDOCK AUTOPARK	***27,284***	***197,894***	***49,200***	***33,200***	***(16,000)***
COURT SQUARE AUTOPARK					
Repairs & Maintenance	3,222	294,804	25,500	10,000	(15,500)
Landscaping	2,215	-	-	1,000	1,000
CONTRACTUAL SERV	5,437	294,804	25,500	11,000	(14,500)
Electrical Services	25,010	25,707	25,000	25,000	-
Telecommunications	1,915	2,184	2,500	2,500	-
Property Insurance	4,364	7,098	7,100	5,800	(1,300)

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
COURT SQUARE - continued					
Laundry & Janitorial	386	426	500	500	-
Repair & Maintenance	868	877	1,000	1,000	-
Other Operating Supplies	420	54	200	200	-
OTHER CHARGES	32,963	36,346	36,300	35,000	(1,300)
TOTAL COURT SQUARE AUTOPARK	***38,400***	***331,150***	***61,800***	***46,000***	***(15,800)***
LOUDOUN AUTOPARK					
Repairs & Maintenance	1,989	465,606	24,500	10,000	(14,500)
CONTRACTUAL SERV	1,989	465,606	24,500	10,000	(14,500)
Electrical Services	20,633	22,395	20,000	22,500	2,500
Water & Sewer	1,237	1,128	1,000	1,200	200
Telecommunications	1,927	2,040	2,000	2,000	-
Property Insurance	4,096	6,935	7,000	7,500	500
Laundry & Janitorial	380	524	500	500	-
Repair & Maintenance	852	3,982	1,000	1,000	-
Other Operating Supplies	448	-	500	-	(500)
OTHER CHARGES	29,573	37,004	32,000	34,700	2,700
TOTAL LOUDOUN AUTOPARK	***31,562***	***502,610***	***56,500***	***44,700***	***(11,800)***
PARKING ENFORCEMENT					
Regular	33,168	33,786	33,966	34,389	423
Overtime	1,557	1,696	1,500	1,500	-
FICA	2,461	2,530	2,499	2,582	83
VRS-Employer	4,012	4,000	4,042	3,302	(740)
Insurance-Employer	385	400	404	451	47
Worker's Compensation	527	455	460	479	19
Flex Benefits - Admin Fee	30	26	24	24	-
Flex Benefits - Employee	8,460	8,604	8,230	8,828	598
VRS Health Insurance Credit	46	50	51	45	(6)
PERSONNEL	50,646	51,547	51,176	51,600	424

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
PARKING ENFORCEMENT - continued					
Repairs & Maintenance	2,200	-	2,200	2,200	-
Printing & Binding	-	-	900	900	-
Laundry & Dry Cleaning	353	366	500	500	-
CONTRACTUAL SERV	2,553	366	3,600	3,600	-
Telecommunications	595	897	600	900	300
Uniforms & Apparel	118	150	200	200	-
Other Operating Supplies	-	40	-	100	100
OTHER CHARGES	713	1,087	800	1,200	400
TOTAL PARKING ENFORCEMENT	***53,912***	***53,000***	***55,576***	***56,400***	***824***
GEORGE WASHINGTON AUTOPARK					
Repairs & Maintenance	13,020	13,217	32,300	30,000	(2,300)
CONTRACTUAL SERVICES	13,020	13,217	32,300	30,000	(2,300)
Electrical Services	19,032	20,521	19,000	20,000	1,000
Water & Sewer	835	871	1,000	1,000	-
Telecommunications	2,845	3,035	2,800	3,000	200
Property Insurance	4,542	6,493	7,000	7,100	100
Laundry & Janitorial	1,103	1,296	1,000	1,300	300
Repair & Maintenance	1,732	2,926	2,000	2,000	-
Other Operating Supplies	40	30	400	400	-
Computer Equipment	-	320	35,000	-	(35,000)
OTHER CHARGES	30,129	35,492	68,200	34,800	(33,400)
TOTAL GW AUTOPARK	***43,149***	***48,709***	***100,500***	***64,800***	***(35,700)***
DEBT					
Principal	-	-	190,000	200,000	10,000
Interest	388,330	379,872	389,375	379,500	(9,875)
TOTAL DEBT SERVICE	***388,330***	***379,872***	***579,375***	***579,500***	***125***
TOTAL WPA EXPENDITURES	**1,226,438**	**2,121,258**	**1,256,000**	**1,232,000**	**(24,000)**

City Capital Improvement Fund

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

Revenue and Expenditure Summary:

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Revenue by Classification					
Miscellaneous Revenue	31,005	149,469	-	-	-
Recovered Costs	-	46,187	715,000	680,000	(35,000)
State Revenue	1,004,670	765,940	4,785,000	5,780,000	995,000
Federal Revenue	100,859	258,062	1,000,000	50,000	(950,000)
Non-Revenue Receipts	7,412,681	2,233,264	8,500,000	9,130,000	630,000
TOTAL REVENUE	**8,549,215**	**3,452,922**	**15,000,000**	**15,640,000**	**640,000**
Expenditure by Classification					
Public Safety	511,622	1,176,028	-	700,000	700,000
Public Works	4,324,222	2,269,563	13,115,000	13,815,000	700,000
Parks, Recreation, Cultural	223,500	381,853	885,000	1,125,000	240,000
Economic Development	-	797,617	-	-	-
Transfers	-	-	1,000,000	-	(1,000,000)
TOTAL EXPENDITURES	**5,059,344**	**4,625,061**	**15,000,000**	**15,640,000**	**640,000**

Revenue Detail:

REVENUE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Interest Earnings	5,868	8,329	-	-	-
Proffers	4,440	8,880	-	-	-
Frederick County	20,697	132,260	-		-
MISCELLANEOUS REVENUE	31,005	149,469	-	-	-
Public Works	-	46,187	715,000	680,000	(35,000)
RECOVERED COSTS	-	46,187	715,000	680,000	(35,000)
Street & Highway Maintenance	854,670	254,601	-	-	-
State Grants	150,000	511,339	4,785,000	5,780,000	995,000
STATE REVENUE	1,004,670	765,940	4,785,000	5,780,000	995,000

City Capital Improvement Fund

Revenue Detail:

REVENUE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
ISTEA Grant	20,859	258,062	400,000	-	(400,000)
Transportation Improvement	80,000	-	600,000	50,000	(550,000)
FEDERAL REVENUE	100,859	258,062	1,000,000	50,000	(950,000)
Sale of Bonds	6,007,681	-	7,000,000	7,350,000	350,000
Transfers	1,405,000	2,233,264	1,500,000	615,000	(885,000)
Fund Balance	-	-	-	1,165,000	1,165,000
NON-REVENUE RECEIPTS	7,412,681	2,233,264	8,500,000	9,130,000	630,000
TOTAL REVENUE CIP FUND	**8,549,215**	**3,452,922**	**15,000,000**	**15,640,000**	**640,000**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Communication Equipment	511,622	1,176,028	-	-	-
Fire Burn Building	-	-	-	700,000	700,000
PUBLIC SAFETY	511,622	1,176,028	-	700,000	700,000
Building Improvements	59,933	43,510	-	-	-
Signage	-	-	150,000	150,000	-
Sidewalks	-	-	650,000	565,000	(85,000)
Streets/Road Improvements	1,623,138	728,530	30,000	-	(30,000)
Roadway Construction	39,093	-	3,000,000	2,950,000	(50,000)
Hope Drive Improvements	-	177,268	400,000	2,000,000	1,600,000
Meadowbranch Avenue	-	281,054	900,000	-	(900,000)
Tevis Extension	-	-	1,400,000	1,360,000	(40,000)
Valley Avenue	-	-	700,000	1,000,000	300,000
Storm Drainage Improvements	2,448,204	274,680	770,000	125,000	(645,000)
Traffic Signals	-	500,000	-	-	-
Street Lights	-	-	100,000	-	(100,000)
JJC Improvements	41,394	264,521	3,700,000	-	(3,700,000)
City Hall Renovations	-	-	1,315,000	1,165,000	(150,000)
Building	112,460	-	-	4,500,000	4,500,000
PUBLIC WORKS	4,324,222	2,269,563	13,115,000	13,815,000	700,000

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Motor Vehicle & Equipment	-	38,875	-	-	-
Green Circle	26,711	342,978	500,000	400,000	(100,000)
Facilities Construction	-	-	-	725,000	725,000
Barnett Park Improvements	196,789	-	385,000	-	(385,000)
PARKS, REC, CULTURAL	223,500	381,853	885,000	1,125,000	240,000
Buildings	-	797,617	-	-	-
ECONOMIC DEVELOPMENT	-	797,617	-	-	-
Transfers	-	-	1,000,000	-	(1,000,000)
TRANSFERS	-	-	1,000,000	-	(1,000,000)
TOTAL EXPENDITURES CIP FUND	**5,059,344**	**4,625,061**	**15,000,000**	**15,640,000**	**640,000**

Utilities Fund

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

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

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Administration	5	5	5.5	5	(0.5)
Source of Supply	12	12	12	12	0
Sewer Division	18	18	18	18	0
Engineering	5	5	5	5	0
Total	**40**	**40**	**40.5**	**40**	**(0.5)**

Revenue Summary:

Revenue Sources	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Use of Money	5,194	6,033	-	2,000	2,000
Charges for Services	20,449,625	21,081,735	20,990,000	21,461,000	471,000
Miscellaneous Revenue	5,495	1,857	2,000	2,000	-
Recovered Costs	1,401,699	1,238,761	-	-	-
Federal Categorical Aid	268,119	267,831	289,000	270,000	(19,000)
Non-Revenue Receipts	116,163	53,878	223,000	-	(223,000)
TOTAL REVENUE	**22,246,295**	**22,650,095**	**21,504,000**	**21,735,000**	**231,000**

Revenue Detail:

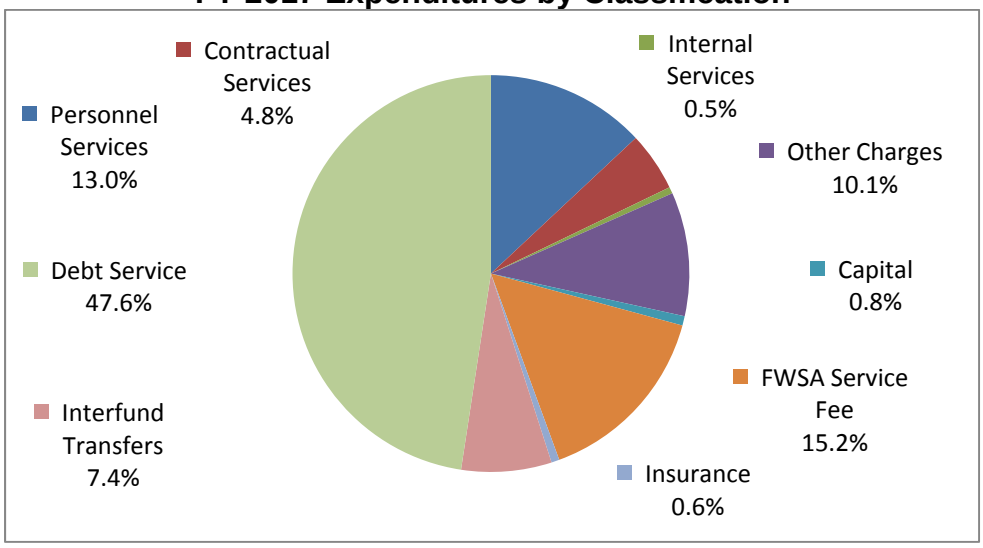
REVENUE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Interest Earnings	364	1,833	-	2,000	2,000
Rental Rec Prop/Facility	4,830	4,200	-	-	-
USE OF MONEY	5,194	6,033	-	2,000	2,000
Sale of Water	11,117,419	11,644,143	11,300,000	11,750,000	450,000
Sale of Sewer	9,106,303	9,205,642	9,200,000	9,220,000	20,000
Connection Charges	220	-	-	-	-
Reconnection Charges	27,346	25,360	25,000	25,000	-
Special Sewer	3,268	528	5,000	5,000	-
Lab Service Charges	6,490	5,980	5,000	6,000	1,000
Penalties	185,931	194,912	200,000	200,000	-
Water Availability Fees	-	-	125,000	125,000	-
Sewer Availability Fees	-	-	125,000	125,000	-
TV Inspections	2,648	5,170	5,000	5,000	-
CHARGES FOR SERVICES	20,449,625	21,081,735	20,990,000	21,461,000	471,000
Bad Checks	1,495	1,825	2,000	2,000	-
Sale of Surplus Property	4,000	-	-	-	-
Sale of Copies & Documents	-	32	-	-	-
MISCELLANEOUS REVENUE	5,495	1,857	2,000	2,000	-
Miscellaneous	1,199	1,001	-	-	-
Capital Contribution	1,400,500	1,237,760	-	-	-
RECOVERED COSTS	1,401,699	1,238,761	-	-	-
ARRA - Stimulus	268,119	267,831	289,000	270,000	(19,000)
Public Assistance Grant	-	-	-	-	-
FEDERAL CATEGORICAL AID	268,119	267,831	289,000	270,000	(19,000)
Insurance Recoveries	-	-	-	-	-
Utilities Fund	116,163	53,878	-	-	-
Fund Balance	-	-	223,000	-	(223,000)
NON-REVENUE RECEIPTS	116,163	53,878	223,000	-	(223,000)
TOTAL UTILITIES	**22,246,295**	**22,650,095**	**21,504,000**	**21,735,000**	**231,000**

Expenditure Summary:

Expenditure by Classification	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Personnel Services	2,616,792	2,590,947	2,821,300	2,830,200	8,900
Contractual Services	992,884	1,078,592	1,050,800	1,045,800	(5,000)
Internal Services	113,450	98,321	115,000	116,000	1,000
Other Charges	1,714,618	2,068,222	2,004,700	2,191,300	186,600
Capital	4,235,353	4,250,078	116,000	168,000	52,000
FWSA Service Fee	2,686,595	3,072,094	3,200,000	3,300,000	100,000
Insurance	132,982	114,667	141,000	141,000	-
Interfund Transfers	1,600,000	1,600,000	1,600,000	1,600,000	-
Debt Service	4,288,310	4,161,867	10,455,200	10,342,700	(112,500)
TOTAL EXPENDITURES	**18,380,984**	**19,034,788**	**21,504,000**	**21,735,000**	**231,000**

Expenditure by Division					
Administration	743,491	754,214	692,100	648,100	(44,000)
Source of Supply	2,434,143	2,709,660	2,783,000	2,933,200	150,200
Transmission/Distribution	1,839,076	1,966,466	2,139,400	2,281,100	141,700
FWSA Service Fee	2,686,595	3,072,094	3,200,000	3,300,000	100,000
Engineering	4,656,387	4,655,820	493,300	488,900	(4,400)
Insurance	132,982	114,667	141,000	141,000	-
Interfund Transfers	1,600,000	1,600,000	1,600,000	1,600,000	-
Debt Service	4,288,310	4,161,867	10,455,200	10,342,700	(112,500)
TOTAL EXPENDITURES	**18,380,984**	**19,034,788**	**21,504,000**	**21,735,000**	**231,000**

FY 2017 Expenditures by Classification



Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
ADMINISTRATION					
Regular	298,048	314,020	313,140	277,191	(35,949)
Overtime	186	1,867	400	2,000	1,600
FICA	22,072	23,444	21,547	18,849	(2,698)
VRS-Employer	36,311	(1,507)	37,264	26,583	(10,681)
Retirees	41,768	39,846	42,000	42,000	-
Insurance-Employer	3,485	3,689	3,726	3,627	(99)
Worker's Compensation	328	257	259	231	(28)
Benefits Admin Fee	142	126	116	116	-
Employee Benefits	25,826	27,463	26,278	30,190	3,912
VRS Health Insurance Credit	411	465	470	413	(57)
PERSONNEL	428,577	409,670	445,200	401,200	(44,000)
Engineering & Architect	105,548	61,839	25,000	25,000	-
Other Professional Services	37,388	160	-	-	-
Training/Education	-	-	7,000	7,000	-
Repairs & Maintenance	2,550	-	-	-	-
Vehicle Repair & Maint	13	285	1,000	1,000	-
Computer Services	9,006	14,340	15,000	15,000	-
Printing & Binding	1,804	578	2,500	2,500	-
Local Media	508	1,180	500	500	-
Contracted Parking	8,178	9,344	12,000	12,000	-
Billing Services	41,422	52,696	47,000	50,000	3,000
Food Services	3,415	1,105	2,400	2,400	-
CONTRACTUAL SERV	209,832	141,527	112,400	115,400	3,000
Copier Charges	-	-	1,000	-	(1,000)
INTERNAL SERVICES	-	-	1,000	-	(1,000)
Postal Services	8,003	5,199	10,000	8,000	(2,000)
Telecommunications	2,806	2,752	3,000	3,000	-
Land	4,000	4,000	5,000	5,000	-
Mileage & Transportation	-	-	1,500	1,500	-
Travel & Training	198	129	4,000	4,000	-
State Health Dept Utility Fee	33,362	33,426	34,000	34,000	-
Banking Fees	-	94	-	-	-
Dues & Memberships	4,053	847	7,000	7,000	-

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
ADMINISTRATION - continued					
Misc Charges & Fees	40,235	141,588	50,000	50,000	-
Office Supplies	4,598	5,082	5,000	5,000	-
Food & Food Service	246	-	-	-	-
Vehicle & Equipment Fuels	-	49	250	250	-
Vehicle & Equipment	-	-	250	250	-
Uniforms & Apparel	-	-	500	500	-
Books & Subscriptions	400	183	500	500	-
Other Operating Supplies	4,899	9,128	6,000	6,000	-
Computer Equipment	1,557	-	5,000	5,000	-
Awards, Plaques, Other	725	540	1,500	1,500	-
OTHER CHARGES	105,082	203,017	133,500	131,500	(2,000)
TOTAL ADMINISTRATION	***743,491***	***754,214***	***692,100***	***648,100***	***(44,000)***
SOURCE OF SUPPLY					
Regular	468,178	520,633	534,987	548,264	13,277
Overtime	107,044	111,071	100,000	115,000	15,000
Part-time Non-Classified	28,544	28,171	30,000	30,000	-
FICA	45,072	49,019	48,820	52,439	3,619
VRS-Employer	56,611	(2,545)	63,461	52,633	(10,828)
Retirees	10,152	10,272	10,500	10,500	-
Insurance-Employer	5,434	6,111	6,366	7,182	816
VA Local Disability Plan	4	355	435	868	433
Worker's Compensation	13,822	11,896	13,083	13,274	191
Benefits Admin Fee	341	309	296	296	-
Employee Benefits	69,581	76,982	79,949	75,807	(4,142)
VRS Health Insurance Credit	642	771	803	737	(66)
PERSONNEL	805,425	813,045	888,700	907,000	18,300
Medical, Dental, & Hospital	2,167	-	-	-	-
Other Professional Services	646	208	-	-	-
Travel & Training	1,661	4,240	1,000	1,000	-
Employment Agencies	32,680	39,581	-	-	-
Repairs & Maintenance	182,268	238,150	290,000	250,000	(40,000)
Vehicle Repair & Maint	1,769	-	2,000	2,000	-

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
SOURCE OF SUPPLY - continued					
Mowing & Trimming	13,570	9,685	10,000	10,000	-
Computer Equipment	12,993	12,730	10,000	13,000	3,000
Printing & Binding	-	19	500	500	-
Laundry & Dry Cleaning	4,065	4,207	6,000	5,000	(1,000)
Other	-	10	1,000	1,000	-
Refuse Service	101,359	76,253	70,000	75,000	5,000
Lab Services	2,544	3,108	5,000	5,000	-
CONTRACTUAL SERV	355,722	388,191	395,500	362,500	(33,000)
Equipment Fuel	70,174	51,060	70,000	70,000	-
Equipment Parts	13,380	16,237	14,000	14,000	-
Equipment Labor	28,517	29,085	28,000	30,000	2,000
INTERNAL SERVICES	112,071	96,382	112,000	114,000	2,000
Electrical Services	472,991	563,571	550,000	570,000	20,000
Heating Services	60	-	-	-	-
Postal Services	1,091	1,558	1,500	1,500	-
Telecommunications	15,973	21,724	17,000	17,000	-
Equipment Rental	1,921	3,945	2,500	2,500	-
Office Equipment	2,781	2,782	2,800	2,800	-
Mileage & Transportation	-	100	1,000	1,000	-
Travel & Training	9,351	9,943	6,100	10,000	3,900
Dues & Memberships	942	908	1,500	1,500	-
Local Real Estate Taxes	31,842	31,898	32,000	32,000	-
Misc Charges & Fees	2,679	-	2,200	2,200	-
Office Supplies	3,535	1,337	2,500	2,500	-
Food & Food Service	-	19	200	200	-
Medical & Laboratory	27,829	47,911	35,000	35,000	-
Laundry & Janitorial	3,202	3,914	5,000	5,000	-
Repair & Maintenance	95,907	97,339	160,000	160,000	-
Vehicle & Equipment Fuels	10,991	2,978	3,000	11,000	8,000
Vehicle & Equipment	6,958	609	1,500	1,500	-
Uniforms & Apparel	3,554	6,030	5,000	5,000	-
Books & Subscriptions	915	226	500	500	-
Other Operating Supplies	2,719	1,974	3,000	3,000	-
Chemicals	465,594	610,762	550,000	670,000	120,000

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
SOURCE OF SUPPLY - continued					
Computer Equipment	-	2,504	4,000	15,000	11,000
Awards, Plaques, Other	90	10	500	500	-
OTHER CHARGES	1,160,925	1,412,042	1,386,800	1,549,700	162,900
TOTAL SOURCE OF SUPPLY	***2,434,143***	***2,709,660***	***2,783,000***	***2,933,200***	***150,200***
TRANSMISSION/ DISTRIBUTION					
Regular	598,186	649,436	658,754	697,280	38,526
Overtime	123,003	142,597	135,000	135,000	-
Part-time Non-Classified	3,272	2,214	-	-	-
FICA	53,449	58,059	56,444	56,997	553
VRS-Employer	72,807	(2,310)	78,250	66,939	(11,311)
Retirees	9,109	5,136	9,400	5,200	(4,200)
Insurance-Employer	6,989	7,709	7,839	9,134	1,295
VA Local Disability Plan	8	184	202	388	186
Worker's Compensation	24,792	15,174	16,138	21,240	5,102
Benefits Admin Fee	495	457	427	427	-
Employee Benefits	108,314	129,232	124,458	141,113	16,655
VRS Health Insurance Credit	825	972	988	982	(6)
PERSONNEL	1,001,249	1,008,860	1,087,900	1,134,700	46,800
Medical, Dental, & Hospital	2,249	4,733	-	-	-
Other Professional Services	-	247	-	-	-
Training/Education	3,400	1,375	1,000	1,000	-
Repair & Maintenance	351,544	453,426	460,000	460,000	-
Vehicle Repairs & Maint	10,422	28,573	16,000	28,000	12,000
Mowing & Trimming	19,926	20,308	15,000	21,000	6,000
Computer Services	7,507	5,444	12,000	12,000	-
Printing & Binding	96	1,382	300	1,000	700
Local Media	324	143	-	-	-
Laundry & Dry Cleaning	548	-	500	500	-
Sanitary Landfill Usage	-	-	200	200	-
Refuse Service	1,000	1,000	700	1,000	300
Miss Utility Service	3,435	4,437	4,000	4,500	500
CONTRACTUAL SERV	400,451	521,068	509,700	529,200	19,500

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
TRANSMISSION/ DISTRIBUTION - continued					
Electrical Services	86,675	90,054	80,000	90,000	10,000
Heating Services	2,069	1,368	2,500	2,500	-
Water & Sewer	1,662	1,713	1,200	1,200	-
Postal Services	359	292	1,000	1,000	-
Telecommunications	18,828	24,943	19,000	24,000	5,000
Property Insurance	25,476	18,748	27,000	27,000	-
Equipment Rental	2,101	6,539	10,000	10,000	-
Office Equipment	1,373	1,376	1,400	1,400	-
Lease/Rent of Buildings	1,068	1,566	1,500	1,500	-
Mileage & Transportation	145	-	1,000	1,000	-
Travel & Training	5,577	6,339	4,600	5,000	400
Dues & Memberships	446	496	500	500	-
Misc Charges & Fees	5,544	5,293	7,500	7,500	-
Office Supplies	2,095	1,497	1,700	1,700	-
Food & Food Service	-	1,470	200	200	-
Landscaping/Agricultural	52	558	-	-	-
Medical & Laboratory	195	418	500	500	-
Laundry & Janitorial Services	8,034	5,900	6,800	6,800	-
Repair & Maintenance	220,875	214,535	220,000	225,000	5,000
Vehicle & Equipment Fuels	618	2,332	1,500	1,500	-
Vehicle & Equipment	3,944	9,968	6,000	10,000	4,000
Uniforms & Apparel	8,746	10,007	10,000	10,000	-
Books & Subscriptions	-	288	-	-	-
Other Operating Supplies	3,095	3,645	3,500	3,500	-
Streets & Sidewalks	36,402	19,851	40,000	40,000	-
Chemicals	564	4,098	1,000	1,000	-
Computer Equipment	1,128	3,124	4,000	4,000	-
Awards, Plaques, Other	305	120	400	400	-
OTHER CHARGES	437,376	436,538	452,800	477,200	24,400
Motor Vehicle & Equipment	-	-	70,000	-	(70,000)
Machinery & Equipment	-	-	19,000	140,000	121,000
CAPITAL	-	-	89,000	140,000	51,000
TOTAL TRANSMISSION/ DISTRIBUTION	***1,839,076***	***1,966,466***	***2,139,400***	***2,281,100***	***141,700***

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
FWSA SERVICE FEE					
FWSA Service Fee	2,686,595	3,072,094	3,200,000	3,300,000	100,000
TOTAL FWSA SERVICE FEE	***2,686,595***	***3,072,094***	***3,200,000***	***3,300,000***	***100,000***
ENGINEERING					
Regular	282,960	291,327	293,010	290,088	(2,922)
Overtime	2,882	6,458	10,000	10,000	-
FICA	20,899	21,717	22,018	22,777	759
VRS-Employer	34,619	(1,120)	34,868	27,853	(7,015)
Insurance-Employer	3,323	3,450	3,486	3,801	315
VA Local Disability Plan	-	-	-	334	334
Worker's Compensation	2,770	2,867	2,865	2,146	(719)
Benefits Admin Fee	150	130	120	120	-
Employee Benefits	33,546	34,108	32,694	29,804	(2,890)
VRS Health Insurance Credit	392	435	439	377	(62)
PERSONNEL	381,541	359,372	399,500	387,300	(12,200)
Engineering & Architect	18,827	24,921	25,000	25,000	-
Vehicle Repairs & Maint	279	25	1,000	1,000	-
Computer Services	7,760	1,993	7,000	12,500	5,500
Printing & Binding	13	867	200	200	-
CONTRACTUAL SERV	26,879	27,806	33,200	38,700	5,500
Copier Charges	1,379	1,939	2,000	2,000	-
INTERNAL SERVICES	1,379	1,939	2,000	2,000	-
Postal Services	52	72	200	200	-
Telecommunications	5,626	4,822	9,000	9,000	-
Mileage & Transportation	413	625	1,900	1,900	-
Travel & Training	3,402	3,465	9,800	9,800	-
Dues & Memberships	380	388	1,000	1,000	-
Food & Food Service	12	877	150	1,000	850
Vehicle & Equipment Fuels	17	265	100	100	-
Uniforms & Apparel	320	957	1,000	1,500	500
Books & Subscriptions	43	-	300	300	-
Other Operating Supplies	877	1,198	2,350	2,300	(50)
Computer Equipment	13	3,926	5,600	5,600	-
Awards, Plaques, Other	80	30	200	200	-
OTHER CHARGES	11,235	16,625	31,600	32,900	1,300

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
ENGINEERING - continued					
Motor Vehicle & Equipment	-	-	27,000	28,000	1,000
Depreciation Expense	4,235,353	4,250,078	-	-	-
CAPITAL	4,235,353	4,250,078	27,000	28,000	1,000
TOTAL ENGINEERING	***4,656,387***	***4,655,820***	***493,300***	***488,900***	***(4,400)***
INSURANCE					
Property Insurance	45,498	48,519	50,000	50,000	-
Motor Vehicle Insurance	25,464	23,966	26,000	26,000	-
General Liability	62,020	42,182	65,000	65,000	-
OTHER CHARGES	132,982	114,667	141,000	141,000	-
TOTAL INSURANCE	132,982	114,667	141,000	141,000	-
INTERFUND					
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	-
TOTAL INTERFUND	***1,600,000***	***1,600,000***	***1,600,000***	***1,600,000***	***-***
DEBT					
Principal - Bonds	-	-	4,641,300	4,767,325	126,025
Interest - Bonds	3,679,059	3,447,951	3,658,700	3,420,075	(238,625)
Bond Issuance Costs	-	190,654	-	-	-
FWSA Debt	609,251	523,262	2,155,200	2,155,300	100
DEBT SERVICE	***4,288,310***	***4,161,867***	***10,455,200***	***10,342,700***	***(112,500)***
TOTAL UTILITIES FUND	**18,380,984**	**19,034,788**	**21,504,000**	**21,735,000**	**231,000**

Utilities Capital Improvement Fund

Revenue Detail:

REVENUE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Interest Earnings	62	-	-	-	-
USE OF MONEY/PROP	62	-	-	-	-
Availability Fee -Water	91,819	139,016	-	-	-
Availability Fee - Sewer	112,000	155,800	-	-	-
CHARGES FOR SERVICE	203,819	294,816	-	-	-
Sale of Bonds	-	-	5,500,000	6,250,000	750,000
Fund Balance	-	-	-	-	-
NON-REVENUE RECEIPTS	-	-	5,500,000	6,250,000	750,000
TOTAL UT CIP REVENUE	**203,881**	**294,816**	**5,500,000**	**6,250,000**	**750,000**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
CAPITAL PROJECTS					
Infrastructure Improvement	-	-	3,000,000	3,000,000	-
Water Meter Replacement	-	-	1,750,000	2,500,000	750,000
Sanitary Sewer Improvements	-	-	750,000	750,000	-
CAPITAL	-	-	5,500,000	6,250,000	750,000
INTERFUND					
Utilities Operating	116,163	53,878	-	-	-
TRANSFERS	116,163	53,878	-	-	-
TOTAL CAPITAL IMPROV FUND	**116,163**	**53,878**	**5,500,000**	**6,250,000**	**750,000**

Employee Benefits Fund

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

Revenue and Expenditure Summary:

	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Revenue by Classification					
Use of Money	5,036	5,458	5,000	5,000	-
Recovered Costs	681,786	607,349	450,000	450,000	-
Non-Revenue Receipts	-	-	683,000	683,000	-
TOTAL REVENUE	**686,822**	**612,807**	**1,138,000**	**1,138,000**	**-**
Expenditure by Classification					
Personnel Services	24,004	51,391	533,000	533,000	-
Contractual Services	427,888	454,200	600,000	600,000	-
Other Charges	270	2,123	5,000	5,000	-
TOTAL EXPENDITURES	**452,162**	**507,714**	**1,138,000**	**1,138,000**	**-**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Employee Benefits Fund	1	1	0	0	0

Revenue Detail:

REVENUE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Interest Earnings	5,036	5,458	5,000	5,000	-
USE OF MONEY	5,036	5,458	5,000	5,000	-
Worker's Compensation	588,015	437,130	450,000	450,000	-
Health Insurance	93,771	170,219	-	-	-
RECOVERED COSTS	681,786	607,349	450,000	450,000	-
Fund Balance	-	-	683,000	683,000	-
NON-REVENUE RECEIPTS	-	-	683,000	683,000	-
EMPLOYEE BENEFITS FUND	**686,822**	**612,807**	**1,138,000**	**1,138,000**	**-**

Employee Benefits Fund

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	17,252	41,039	-	-	-
Bonus Pay	-	-	200,000	185,000	(15,000)
FICA	1,272	3,170	-	13,000	13,000
VRS-Employer	2,203	4,909	-	2,000	2,000
Retirees	1,048	-	333,000	333,000	-
Insurance-Employer	211	491	-	-	-
VA Local Disability Plan	-	243	-	-	-
Worker's Compensation	29	34	-	-	-
Benefits Admin Fee	12	18	-	-	-
Employee Benefits	1,952	1,425	-	-	-
VRS Health Insurance Credit	25	62	-	-	-
PERSONNEL	24,004	51,391	533,000	533,000	-
Dental Insurance Charges	7,549	-	-	-	-
Health Insurance Charges	33,578	33,319	35,000	35,000	-
Wellness Programs	3,850	490	5,000	5,000	-
Other Professional Services	-	1,150	75,000	75,000	-
Training/Education	-	-	25,000	25,000	-
Worker's Compensation	382,911	415,419	450,000	450,000	-
Food Services	-	3,822	10,000	10,000	-
CONTRACTUAL SERVICES	427,888	454,200	600,000	600,000	-
Banking Fees	-	1,596	5,000	2,000	(3,000)
Misc Charges & Fees	270	527	-	3,000	3,000
OTHER CHARGES	270	2,123	5,000	5,000	-
EMPLOYEE BENEFITS FUND	**452,162**	**507,714**	**1,138,000**	**1,138,000**	**-**

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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Revenue by Classification					
Use of Money	144	297	-	-	-
Recovered Costs	1,495,780	1,305,292	1,485,000	1,500,000	15,000
Non-Revenue Receipts	-	-	30,000	-	(30,000)
TOTAL REVENUE	**1,495,924**	**1,305,589**	**1,515,000**	**1,500,000**	**(15,000)**
Expenditure by Classification					
Personnel Services	294,146	239,859	351,100	340,800	(10,300)
Contractual Services	200,037	243,559	193,000	224,000	31,000
Internal Services	15,414	12,462	40,000	42,000	2,000
Other Charges	916,562	772,515	900,900	893,200	(7,700)
Capital	-	-	30,000	-	(30,000)
Depreciation	3,910	4,892	-	-	-
TOTAL EXPENDITURES	**1,430,069**	**1,273,287**	**1,515,000**	**1,500,000**	**(15,000)**

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Equipment Fund	5	5	6	6	0

Equipment Fund

Revenue Detail:

REVENUE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Interest Earnings	144	297	-	-	-
USE OF MONEY	144	297	-	-	-
Fuel	661,784	490,466	650,000	550,000	(100,000)
Labor	544,658	494,459	585,000	600,000	15,000
Parts	289,338	320,367	250,000	350,000	100,000
RECOVERED COSTS	1,495,780	1,305,292	1,485,000	1,500,000	15,000
Fund Balance	-	-	30,000	-	(30,000)
NON-REVENUE RECEIPTS	-	-	30,000	-	(30,000)
TOTAL EQUIPMENT FUND	**1,495,924**	**1,305,589**	**1,515,000**	**1,500,000**	**(15,000)**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	193,594	159,665	238,826	233,326	(5,500)
Overtime	14,758	12,599	14,000	14,000	-
FICA	15,518	12,698	18,642	18,512	(130)
VRS-Employer	23,292	10,260	28,420	22,404	(6,016)
Retirees	5,241	7,487	5,200	5,200	-
Insurance-Employer	2,243	2,010	2,842	3,057	215
VA Local Disability Plan	-	-	220	423	203
State Employment Tax	1,632	-	-	-	-
Worker's Compensation	4,163	3,755	5,102	5,362	260
Benefits Admin Fee	147	111	144	144	-
Employee Benefits	33,292	31,021	37,346	38,068	722
VRS Health Ins Credit	266	253	358	304	(54)
PERSONNEL	294,146	239,859	351,100	340,800	(10,300)
Medical, Dental, & Hospital	-	710	-	-	-
Repairs & Maintenance	4,582	24,178	5,000	5,000	-
Vehicle Repair & Maint	183,782	206,888	175,000	200,000	25,000

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Computer Services	7,955	8,126	8,400	14,400	6,000
Printing & Binding	119	-	100	100	-
Laundry & Dry Cleaning	3,599	3,657	4,500	4,500	-
CONTRACTUAL SERV	200,037	243,559	193,000	224,000	31,000
Equipment Fuel	4,555	2,654	4,000	4,000	-
Equipment Parts	2,012	1,059	3,000	3,000	-
Equipment Labor	6,239	8,749	3,000	5,000	2,000
Billing Clearing Account	2,608	-	30,000	30,000	-
INTERNAL SERVICES	15,414	12,462	40,000	42,000	2,000
Electrical Services	12,069	9,253	13,200	13,200	-
Heating Services	8,859	6,901	11,500	9,000	(2,500)
Water & Sewer	6,411	6,933	9,000	9,000	-
Postal Services	-	18	200	200	-
Telecommunications	2,628	3,007	5,000	3,500	(1,500)
Property Insurance	847	1,303	1,600	1,600	-
Motor Vehicle Insurance	-	529	500	500	-
General Liability Insurance	2,227	2,913	3,000	3,300	300
Office Equipment Rental	-	-	1,000	-	(1,000)
Mileage	-	-	500	500	-
Travel & Training	997	1,080	4,000	4,000	-
Banking Fees	5	91	-	100	100
Office Supplies	954	1,310	1,000	1,400	400
Food & Food Service	350	581	300	300	-
Medical & Laboratory	472	238	-	500	500
Laundry & Janitorial	835	1,006	2,000	2,000	-
Building Repair & Maint	4,986	1,869	4,100	4,100	-
Vehicle & Equipment Fuels	630,848	456,402	600,000	575,000	(25,000)
Vehicle & Equipment	234,879	272,553	220,000	250,000	30,000
Uniforms & Apparel	623	293	1,900	1,900	-
Books & Subscriptions	-	-	100	100	-
Other Operating Supplies	7,472	6,235	10,000	10,000	-
Computer Supplies	1,100	-	12,000	3,000	(9,000)
OTHER CHARGES	916,562	772,515	900,900	893,200	(7,700)

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Motor Vehicle & Equipment	-	-	30,000	-	(30,000)
Depreciation Expense	3,910	4,892	-	-	-
TOTAL EQUIP FUND	**1,430,069**	**1,273,287**	**1,515,000**	**1,500,000**	**(15,000)**

Other Post-Employment Benefits Fund

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

Revenue Detail:

REVENUE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Other Post-Empl Benefits	477,000	457,000	480,000	480,000	-
CHARGES FOR SERVICES	477,000	457,000	480,000	480,000	-
TOTAL REVENUE	**477,000**	**457,000**	**480,000**	**480,000**	**-**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Retirees	477,000	457,000	480,000	480,000	-
PERSONNEL	477,000	457,000	480,000	480,000	-
TOTAL EXPENDITURES	**477,000**	**457,000**	**480,000**	**480,000**	**-**

Northwestern Regional Jail Authority Construction Fund

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

Revenues and Expenditures:

REVENUE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Interest Earnings	2,784	2,164	-	-	-
USE OF MONEY	2,784	2,164	-	-	-
Debt Service	1,059,844	1,230,100	1,219,000	1,221,000	2,000
CHARGES FOR SERVICES	1,059,844	1,230,100	1,219,000	1,221,000	2,000
TOTAL REVENUE	**1,062,628**	**1,232,264**	**1,219,000**	**1,221,000**	**2,000**

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Facilities Construction	609,690	29,051	-	-	-
Principal	505,000	680,000	680,000	700,000	20,000
Interest	567,344	550,350	539,000	521,000	(18,000)
Bond Issuance Costs	19,460	9,945	-	-	-
Deposit with Escrow Agent	-	-	-	-	-
DEBT SERVICES	1,701,494	1,269,346	1,219,000	1,221,000	2,000
TOTAL EXPENDITURES	**1,701,494**	**1,269,346**	**1,219,000**	**1,221,000**	**2,000**

Frederick-Winchester Service Authority Fund

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

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

To accomplish its 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 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Revenue by Classification					
Charges for Services	4,156,474	4,305,950	4,444,000	4,633,000	189,000
TOTAL REVENUE	**4,156,474**	**4,305,950**	**4,444,000**	**4,633,000**	**189,000**
Expenditure by Classification					
Personnel Services	1,447,650	1,525,206	1,556,400	1,788,900	232,500
Contractual Services	776,791	723,415	822,500	752,100	(70,400)
Internal Services	45,322	37,734	45,500	46,000	500
Other Charges	1,886,711	2,019,594	2,019,600	1,986,000	(33,600)
Capital	-	-	-	60,000	60,000
TOTAL EXPENDITURES	**4,156,474**	**4,305,949**	**4,444,000**	**4,633,000**	**189,000**

Frederick-Winchester Service Authority Fund

Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
FWSA Administration	22	22	25	25.5	0.5
Authority Staff	2	2	2	2	0
FWSA Fund	**24**	**24**	**27**	**27.5**	**0.5**

Revenue Detail:

REVENUE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Charges for Services	4,156,474	4,305,950	4,444,000	4,633,000	189,000
TOTAL FWSA FUND	**4,156,474**	**4,305,950**	**4,444,000**	**4,633,000**	**189,000**

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	810,649	890,597	921,619	1,113,456	191,837
Overtime	111,333	101,287	90,000	90,000	-
Part-time	8,179	-	-	-	-
FICA	68,049	73,091	73,778	88,327	14,549
VRS-Employer	97,043	104,047	109,495	105,819	(3,676)
Insurance-Employer	9,317	10,404	10,964	14,364	3,400
VA Local Disability Plan	18	249	430	1,077	647
State Unemployment Tax	188	-	-	-	-
Worker's Compensation	18,082	13,926	18,574	15,438	(3,136)
Benefits Admin Fee	578	547	514	617	103
Employee Benefits	137,723	142,001	136,143	169,360	33,217
VRS Health Insurance Credit	1,100	1,311	1,383	1,442	59
PERSONNEL	1,262,259	1,337,460	1,362,900	1,599,900	237,000
Medical, Dental, & Hospital	2,428	1,825	5,000	5,000	-
Other Professional Services	509	-	-	-	-
Training/Education	9,475	9,913	15,000	15,000	-
Employment Agencies	20,792	-	-	10,000	10,000
Repairs & Maintenance	278,500	189,642	200,000	200,000	-

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Landscaping	5,632	4,715	7,500	7,500	-
Vehicle Repair & Maint	29,101	25,806	25,000	25,000	-
Mowing & Trimming	27,563	23,353	22,000	24,000	2,000
Computer Services	16,131	40,315	20,000	32,600	12,600
Printing & Binding	1,326	688	1,000	1,000	-
Local Media	-	153	1,000	1,000	-
Laundry & Dry Cleaning	1,194	1,172	3,000	2,000	(1,000)
Tuition - Other	-	-	8,000	9,000	1,000
Sanitary Landfill Usage	351,586	383,647	460,000	360,000	(100,000)
Refuse Service	13,444	13,890	20,000	20,000	-
Lab Services	19,110	28,296	35,000	40,000	5,000
CONTRACTUAL SERV	776,791	723,415	822,500	752,100	(70,400)
Equipment Fuel	34,107	25,093	29,500	30,000	500
Equipment Parts	2,566	4,243	6,000	6,000	-
Equipment Labor	8,649	8,398	10,000	10,000	-
INTERNAL SERVICES	45,322	37,734	45,500	46,000	500
Electrical Services	561,087	607,770	575,000	575,000	-
Heating Services	47,438	6,899	35,000	35,000	-
Postal Services	1,284	821	2,000	2,000	-
Telecommunications	20,149	21,311	41,600	22,000	(19,600)
Motor Vehicle Insurance	2,627	2,544	5,000	5,000	-
General Liability Insurance	6,540	8,736	15,000	15,000	-
Equipment Rental	1,346	773	-	-	-
Office Equipment Rental	1,871	2,213	2,000	2,000	-
Mileage	472	1,077	2,000	2,000	-
Travel & Training	8,538	11,566	10,000	10,000	-
Dues & Memberships	8,658	6,519	7,500	7,500	-
Misc. Charges & Fees	270	483	-	-	-
Background Checks	-	-	500	-	(500)
Office Supplies	1,560	2,074	2,000	2,000	-
Food & Food Service	3,590	3,142	4,500	4,000	(500)
Landscaping Supplies	381	99	-	-	-
Medical & Laboratory Supply	29,435	42,286	45,000	50,000	5,000
Laundry & Janitorial Services	14,219	14,517	15,000	-	(15,000)
Building Repair & Maint	270,080	292,716	300,000	385,000	85,000

Expenditure Detail - continued:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Vehicle & Equipment Fuels	4,255	5,870	6,000	6,000	-
Vehicle & Equipment	4,293	3,104	5,000	5,000	-
Uniforms & Apparel	7,015	11,558	7,000	7,000	-
Books & Subscriptions	1,391	344	1,000	1,000	-
Other Operating Supplies	3,882	2,580	3,000	3,000	-
Chemicals	875,330	962,420	925,000	837,000	(88,000)
Computer Supplies	10,890	8,022	10,000	10,000	-
Awards, Plaques & Other	110	150	500	500	-
OTHER CHARGES	1,886,711	2,019,594	2,019,600	1,986,000	(33,600)
Machinery & Equipment	-	-	-	60,000	60,000
CAPITAL	-	-	-	60,000	60,000
TOTAL FWSA ADMIN	3,971,083	4,118,203	4,250,500	4,444,000	193,500
Regular	144,321	146,743	152,837	153,405	568
FICA	11,029	11,230	10,364	10,525	161
VRS-Employer	17,759	17,524	18,188	14,728	(3,460)
Insurance-Employer	1,705	1,752	1,819	(881)	(2,700)
Worker's Compensation	159	121	127	127	-
Benefits Admin Fee	60	50	48	48	-
Employee Benefits	10,157	10,105	9,888	10,848	960
VRS Health Ins Credit	201	221	229	200	(29)
PERSONNEL	185,391	187,746	193,500	189,000	(4,500)
TOTAL FWSA AUTHORITY	185,391	187,746	193,500	189,000	(4,500)
TOTAL EXPENDITURES FWSA	**4,156,474**	**4,305,949**	**4,444,000**	**4,633,000**	**189,000**

Northwestern Regional Juvenile Detention Center

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

Goals and Objectives:

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

Trends:

Admissions	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016 Estimated**	**FY 2017 Projected**
Clarke County	9	10	9	7	7
Frederick County	85	99	50	42	45
Page County	32	63	36	20	20
Shenandoah County	101	88	86	45	50
Warren County	60	63	39	38	40
Winchester City	67	110	68	60	70
Other Jurisdictions	4	2	22	8	15
Total	**358**	**435**	**310**	**220**	**247**

Child Care Days (Utilization)	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016 Estimated**	**FY 2017 Projected**
Clarke County	125	64	78	48	60
Frederick County	2,242	1,861	670	645	700
Page County	1,183	1,613	737	350	400
Shenandoah County	1,917	2,007	1,761	725	700
Warren County	799	1,328	1,384	930	1,000
Winchester City	1,306	2,411	1,731	980	1,200
Other Jurisdictions		2	131	175	150
Total	**7,572**	**9,286**	**6,492**	**3,853**	**4,210**

Northwestern Regional Juvenile Detention Center

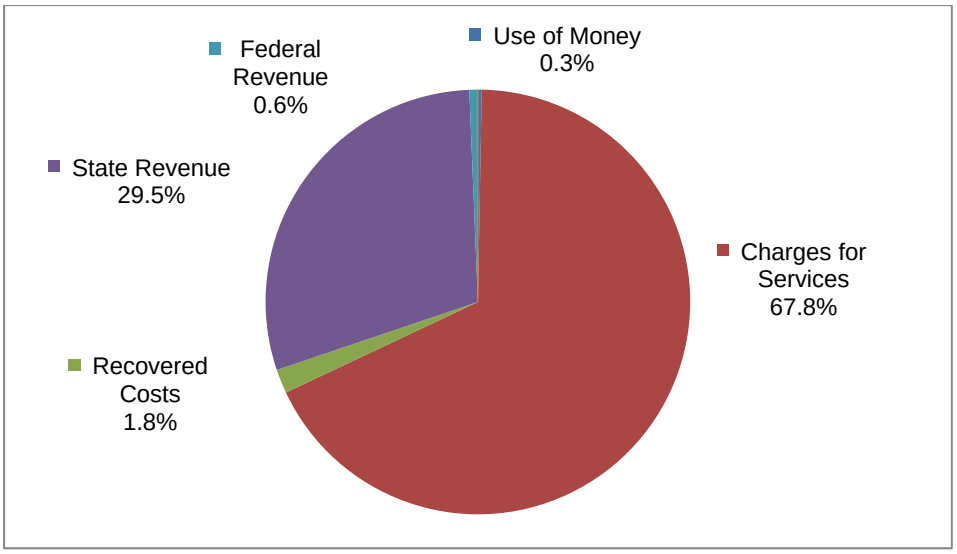
Staffing Summary:

Full-Time Employees	FY 2014	FY 2015	FY 2016	FY 2017	Inc/(Dec)
Juvenile Detention Staff	35	35	35	35	0
NRJDC Fund	**35**	**35**	**35**	**35**	**0**

Revenue and Expenditure Summary:

Revenue by Classification	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Use of Money	2,124	2,526	8,000	8,000	-
Charges for Services	1,733,666	1,815,342	1,862,428	1,888,698	26,270
Recovered Costs	55,000	83,377	51,000	51,000	-
State Revenue	758,046	730,612	808,351	824,302	15,951
Federal Revenue	58,363	33,054	18,000	18,000	-
Non-Revenue Receipts	-	-	38,221	-	(38,221)
TOTAL REVENUE	**2,607,199**	**2,664,911**	**2,786,000**	**2,790,000**	**4,000**
Expenditure by Classification					
Personnel Services	2,230,460	2,178,945	2,342,929	2,328,975	(13,954)
Contractual Services	222,958	223,438	272,561	289,995	17,434
Internal Services	797	1,654	2,000	2,000	-
Other Charges	128,370	166,809	168,510	169,030	520
Capital	35,246	-	-	-	-
TOTAL EXPENDITURES	**2,617,831**	**2,570,846**	**2,786,000**	**2,790,000**	**4,000**

Funding Sources:



Northwestern Regional Juvenile Detention Center

Revenue Detail:

REVENUE	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Interest Earnings	2,124	2,526	8,000	8,000	-
USE OF MONEY	2,124	2,526	8,000	8,000	-
Clarke County	57,904	39,377	30,560	22,151	(8,409)
Frederick County	395,276	472,371	404,335	375,987	(28,348)
Page County	356,615	295,692	285,810	68,208	17,602)
Shenandoah County	364,070	393,996	429,208	454,342	25,134
Warren County	260,050	255,613	320,920	302,922	(17,998)
Winchester	299,751	358,593	391,595	465,088	73,493
CHARGES FOR SERVICES	1,733,666	1,815,342	1,862,428	1,888,698	26,270
Miscellaneous Revenue	55,000	83,377	51,000	51,000	-
RECOVERED COSTS	55,000	83,377	51,000	51,000	-
Block Grant	757,046	729,912	808,351	824,302	15,951
Juvenile Detention Ward Days	1,000	700	-	-	-
STATE REVENUE	758,046	730,612	808,351	824,302	15,951
USDA Food Services	36,313	33,054	18,000	18,000	-
Juvenile Block Grant	22,050	-	-	-	-
FEDERAL REVENUE	58,363	33,054	18,000	18,000	-
Insurance Recoveries	-	-	-	-	-
Fund Balance	-	-	38,221	-	(38,221)
NON-REVENUE RECEIPTS	-	-	38,221	-	(38,221)
TOTAL NRJDC FUND	**2,607,199**	**2,664,911**	**2,786,000**	**2,790,000**	**4,000**

Northwestern Regional Juvenile Detention Center

Expenditure Detail:

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Regular	1,440,005	1,522,830	1,623,044	1,626,750	3,706
Overtime	186,064	122,037	109,262	110,355	1,093
Part-time Non-Classified	42,703	40,943	14,280	14,280	-
FICA	123,732	124,455	125,019	128,754	3,735
VRS-Employer	174,972	97,858	190,030	156,198	(33,832)
Insurance-Employer	16,778	18,178	19,036	21,315	2,279
VA Local Disability Plan	42	407	594	660	66
Worker's Compensation	35,095	20,005	21,022	23,150	2,128
Benefits Admin Fee	974	892	865	840	(25)
Employee Benefits	208,115	229,049	237,377	244,557	7,180
VRS Health Ins Credit	1,980	2,291	2,400	2,116	(284)
PERSONNEL	2,230,460	2,178,945	2,342,929	2,328,975	(13,954)
Medical, Dental, & Hospital	1,953	1,742	3,000	3,000	-
Accounting and Auditing	3,950	4,050	4,223	5,000	777
Health Services - Residents	36,837	40,530	44,568	49,025	4,457
Legal Services	5,445	905	5,000	5,000	-
Other Professional Services	3,319	3,734	10,000	10,000	-
Training/Education	4,052	573	500	500	-
Repairs & Maintenance	25,156	47,440	12,500	25,000	12,500
Vehicle Repair & Maint	-	-	1,500	1,500	-
Computer Services	-	8,194	14,700	14,700	-
Printing & Binding	552	192	600	600	-
Local Media	436	-	800	500	(300)
Overpopulation Charges	3,846	-	26,770	26,770	-
Other Purchased Services	131,256	112,108	144,000	144,000	-
Refuse Service	6,156	3,970	4,400	4,400	-
CONTRACTUAL SERV	222,958	223,438	272,561	289,995	17,434
Equipment Fuel	442	315	1,000	1,000	-
Equipment Parts	210	340	500	500	-
Equipment Labor	145	999	500	500	-
INTERNAL SERVICES	797	1,654	2,000	2,000	-
Electrical Services	24,935	28,973	25,500	35,500	10,000
Heating Services	7,491	6,369	6,300	6,500	200
Postal Services	1,546	967	1,730	1,730	-
Telecommunications	13,228	14,932	11,000	16,000	5,000

Expenditure Detail (continued):

EXPENDITURES	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
Boiler Insurance	-	539	580	610	30
Other Property Insurance	5,626	4,724	5,100	5,310	210
Motor Vehicle Insurance	953	901	960	1,000	40
Public Official Liability	-	2,559	1,990	2,070	80
General Liability Insurance	2,734	1,150	2,050	2,140	90
Fidelity & Crime/Surety	-	309	330	350	20
VA Risk 2	1,782	-	-	-	-
Office Equipment Rental	5,065	5,888	6,000	6,000	-
Mileage	1,697	1,532	1,400	1,700	300
Travel & Training	3,691	6,955	8,000	8,000	-
Banking Fees	-	646	-	150	150
Dues & Memberships	250	450	500	500	-
Background Checks	-	-	400	400	-
Office Supplies	5,232	4,045	6,000	6,000	-
Food & Food Service	9,135	8,117	8,000	7,000	(1,000)
Landscaping Supplies	-	36	300	300	-
Medical & Laboratory	4,802	5,542	7,500	6,500	(1,000)
Laundry & Janitorial	12,437	11,623	12,000	12,000	-
Linen Supplies	344	264	600	600	-
Building Repair & Maint	3,922	2,985	6,500	5,500	(1,000)
Vehicle & Equipment Fuels	-	60	1,100	1,000	(100)
Vehicle & Equipment	85	2,255	500	500	-
Police Supplies	-	142	500	500	-
Uniforms & Apparel	1,360	74	3,000	2,000	(1,000)
Books & Subscriptions	649	596	570	570	-
Other Operating Supplies	10,105	6,400	8,600	8,600	-
Computer Supplies	3,861	43,636	35,500	25,000	(10,500)
Wear & Apparel - Detainees	5,440	4,140	6,000	5,000	(1,000)
Awards, Plaques & Other	2,000	-	-	-	-
OTHER CHARGES	128,370	166,809	168,510	169,030	520
Machinery & Equipment	35,246	-	-	-	-
CAPITAL	35,246	-	-	-	-
TOTAL EXPENDITURES NRJDC FUND	**2,617,831**	**2,570,846**	**2,786,000**	**2,790,000**	**4,000**

Winchester Public Schools

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

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

SCHOOLS OPERATING FUND

DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 PROPOSED BUDGET	FY 2017 BUDGET Inc/(Dec)
REVENUE					
Use of money and property	67,385	68,201	55,000	55,000	-
Charges for services	140,660	216,078	125,000	125,000	-
Miscellaneous	236,474	244,781	342,500	301,700	(40,800)
Recovered Costs	144,095	47,687	91,134	91,134	0
State	19,630,502	21,390,915	21,607,399	23,322,589	1,715,190
Federal Revenue	0	0	-	-	-
City Appropriation	25,659,975	26,989,964	28,649,102	29,214,070	564,968
TOTAL OPERATING REVENUE	**45,879,091**	**48,957,626**	**50,870,135**	**53,109,493**	**2,239,358**
EXPENDITURES					
Instruction	34,177,313	36,530,604	37,969,189	39,600,125	1,630,936
Administration, Attendance & Health	2,027,584	2,231,142	2,485,362	2,591,603	106,241
Pupil Transportation	2,004,599	2,040,125	2,223,833	2,240,185	16,352
Operation & Maintenance	5,097,179	5,507,458	5,556,310	5,857,961	301,651
Facilities	4,000	-	4,000	4,000	-
Debt & Fund Transfers	129,235	90,000	-	-	-
Technology	2,442,319	2,559,144	2,631,441	2,815,619	184,178
TOTAL OPERATING EXPENDITURES	**45,882,229**	**48,958,473**	**50,870,135**	**53,109,493**	**2,239,358**

FEDERAL GRANTS FUND

DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
REVENUE					
Federal	2,416,289	2,021,647	3,183,167	3,355,022	171,855
TOTAL FEDERAL GRANTS REVENUE	**2,416,289**	**2,021,647**	**3,183,167**	**3,355,022**	**171,855**
EXPENDITURES					
Instruction	2,346,437	1,938,487	3,107,250	3,274,384	167,134
Pupil Transportation	5,823	8,801	3,080	3,095	15
Technology	64,029	74,359	72,837	77,543	4,706
TOTAL FEDERAL GRANTS EXPEND	**2,416,289**	**2,021,647**	**3,183,167**	**3,355,022**	**171,855**

FOOD SERVICES FUND

DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
REVENUE					
Use of money and property	1,440	1,957	1,500	1,500	-
Charges for services	557,311	557,115	795,005	900,975	105,970
Miscellaneous	8,569	29,280	5,000	5,000	-
State	38,522	37,380	38,424	37,451	(973)
Federal	1,423,051	1,477,873	1,295,111	1,295,111	-
TOTAL FOOD SERVICES REVENUE	**2,028,893**	**2,103,605**	**2,135,040**	**2,240,037**	**104,997**
EXPENDITURES					
Food Services	1,970,987	2,137,506	2,134,040	2,239,037	104,997
Operation & Maintenance	1,306	1,040	1,000	1,000	-
TOTAL FOOD SERVICES EXPEND	**1,972,293**	**2,138,546**	**2,135,040**	**2,240,037**	**104,997**

TEXTBOOK FUND

DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
REVENUE					
Use of money and property	685	378	-	-	-
Supplemental Appropriation	129,265	90,000	100,000	250,000	150,000
Transfer in Operating Fund	-	-	-	-	-
TOTAL TEXTBOOK REVENUE	**129,950**	**90,378**	**100,000**	**250,000**	**150,000**
EXPENDITURES					
Instruction	426,605	85	100,000	250,000	150,000
Technology	-	-	-	-	-
TOTAL TEXTBOOK EXPENDITURES	**426,605**	**85**	**100,000**	**250,000**	**150,000**

FUND RAISING FUND

DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
REVENUE					
Use of money and property	1,951	2,788	-	-	-
Miscellaneous revenue	171,247	149,538	58,000	108,000	50,000
Supplemental Appropriation	-	-	392,000	267,000	(125,000)
TOTAL FUND RAISING REVENUE	**173,198**	**152,326**	**450,000**	**375,000**	**(75,000)**
EXPENDITURES					
Administration, Attendance & Health	2,026	3,196	-	-	-
Facilities	125,238	29	450,000	375,000	(75,000)
Debt & Fund Transfers	-	-	-	-	-
TOTAL FUND RAISING EXPENDITURES	**127,264**	**3,225**	**450,000**	**375,000**	**(75,000)**

CAPITAL IMPROVEMENTS FUND

DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
REVENUE					
Use of money and property	3,337	1,228	-	-	-
Miscellaneous revenue	3,559	10,600	-	-	-
Recovered costs	97,746	168,935	-	-	-
State	100,000	83,805	-	-	-
City Appropriation	-	531,565	-	-	-
Transfer in School Operating	-	-	200,000	465,000	265,000
TOTAL CAPITAL IMPROVEMENTS	**204,642**	**796,133**	**200,000**	**465,000**	**265,000**
EXPENDITURES					
Technology	310,112	70,977	-	200,000	200,000
Transportation	422,214	-	-	-	-
Operation & Maintenance	88,605	24,038	-	-	-
Facilities	964,514	431,029	200,000	265,000	65,000
TOTAL CAPITAL IMPROVEMENTS	**1,785,445**	**526,044**	**200,000**	**465,000**	**265,000**

CONSTRUCTION FUND

DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
REVENUE					
School Construction Bonds	**20,018,600**	**26,398**	**8,000,000**	**300,000**	**(7,700,000)**
EXPENDITURES					
School Construction	**295,290**	**7,201,675**	**8,000,000**	**300,000**	**(7,700,000)**

INSURANCE FUND

DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
REVENUE					
Use of money and property	2,329	1,907	2,200	2,200	-
Employer share health costs Transfer in	2,543,504	3,023,764	3,326,008	3,458,051	132,043
Charges for services	1,495,415	1,330,859	1,700,548	1,731,479	30,931
TOTAL INSURANCE REVENUE	**4,041,248**	**4,356,530**	**5,028,756**	**5,191,730**	**162,974**
EXPENDITURES					
Other noninstructional operations	1,592,104	1,871,704	1,702,748	1,733,679	30,931
Transfer in from other funds	2,543,504	3,023,764	3,326,008	3,458,051	132,043
TOTAL INSURANCE EXPENDITURES	**4,135,608**	**4,895,468**	**5,028,756**	**5,191,730**	**162,974**

PRIVATE PURPOSE TRUST FUND

DESCRIPTION	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ORIGINAL BUDGET	FY 2017 ADOPTED BUDGET	FY 2017 BUDGET Inc/(Dec)
REVENUE					
Use of money and property	47,366	5,556	31,350	31,350	-
Miscellaneous	73,569	63,200	60,250	60,250	-
Transfers in	18,350	3,000	7,000	7,000	-
TOTAL PRIVATE PURPOSE TRUST	**139,285**	**71,756**	**98,600**	**98,600**	**-**
EXPENDITURES					
Other noninstructional operations	99,717	91,228	98,600	98,600	-
TOTAL PRIVATE PURPOSE TRUST	**99,717**	**91,228**	**98,600**	**98,600**	**-**
TOTAL REVENUE SCHOOL BUDGETS	**75,031,196**	**58,576,399**	**70,065,698**	**65,384,882**	**(4,680,816)**
TOTAL EXPEND SCHOOL BUDGETS	**57,140,740**	**65,836,391**	**70,065,698**	**65,384,882**	**(4,680,816)**

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	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future	Total Project
General Government								
Fire Burn Building	50,000	700,000						750,000
City Hall Improvements	150,000	1,165,000						1,315,000
Buildings and Renovations		4,500,000						4,500,000
Municipal Service Center			150,000	550,000	7,500,000			8,200,000
Entryway Welcome Signs	150,000	150,000	150,000	150,000				600,000
Millwood Ave Gateway Improvements			800,000					800,000
Green Circle	4,373,000	400,000	2,500,000					7,273,000
Sidewalk Improvements	3,400,000	500,000	2,000,000	2,000,000	1,500,000	1,000,000	10,000,000	20,400,000
Wentworth Sidewalks		65,000	500,000					565,000
Middle Road Improvements					2,200,000			2,200,000
Weems Lane Improvements							1,100,000	1,100,000
Valley Ave Drainage & Sidewalks	700,000	1,000,000	3,000,000	1,000,000				5,700,000
Joist Hite Storm Drainage Improvement		125,000						125,000
Storm Drainage Improvements			2,000,000	2,000,000	2,000,000	2,000,000	20,000,000	28,000,000
Street Light Improvements	100,000		100,000	100,000	100,000	100,000	600,000	1,100,000
Traffic Signal Improvements	6,800,000		250,000	300,000	250,000	250,000		7,850,000
Traffic Signal Synchronization	500,000		240,000	300,000	240,000			1,280,000
Intersection Improvements				300,000	300,000			600,000
Tevis Street Extension	40,000	1,360,000						1,400,000

Five-Year Capital Improvement Plan

Project Description	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future	Total Project
General Government - continued								
Taft Avenue Extension							8,000,000	8,000,000
Monticello and Armour Dale	50,000	2,950,000						3,000,000
Hope Drive Extension	800,000	2,000,000	5,000,000	2,000,000				9,800,000
Pleasant Valley Road Realignment/Extension							6,000,000	6,000,000
Featherbed Lane Improvements							800,000	800,000
Shawnee Drive Improvements							2,000,000	2,000,000
Papermill Road Improvements							4,000,000	4,000,000
Park Maintenance Building		725,000						725,000
Basketball Courts Renovations			60,000					60,000
Playground Improvements			60,000	160,000	75,000			295,000
Parks Waterline Replacements			250,000	250,000	250,000	250,000	250,000	1,250,000
Lowry Tennis Courts				100,000			500,000	600,000
Transit-Equip Maintenance Garage		50,000	1,000,000					1,050,000
Total General Government	**17,113,000**	**15,690,000**	**18,060,000**	**9,210,000**	**14,415,000**	**3,600,000**	**53,250,000**	**131,338,000**
Winchester Public Schools								
Disposition of Old JKES			5,000,000					5,000,000
DMMS Improvements		810,000						810,000
DCLC Renovations			3,000,000	2,000,000				5,000,000

Five-Year Capital Improvement Plan

Project Description	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future	Total Project
Winchester Public Schools - continued								
Bus Replacement		300,000	400,000	400,000	400,000	400,000	1,600,000	3,500,000
VACD Roof Replacement			150,000					150,000
Security Vestibules		100,000	100,000	100,000			200,000	500,000
FDES Expansion & Renovation							3,400,000	3,400,000
Total Winchester Public Schools		**1,210,000**	**8,650,000**	**2,500,000**	**400,000**	**400,000**	**5,200,000**	**18,360,000**
Utilities								
S. Kent Infrastructure Improvements		3,000,000						3,000,000
Water Meter Replacements		2,500,000	2,000,000	2,000,000				6,500,000
Dam & Intake Structure Repairs					100,000	750,000		850,000
Sanitary Sewer System Improvements		750,000	750,000	750,000	750,000	750,000	10,000,000	13,750,000
N. Loudoun/S. Loudoun Water/Sewer Lines/Sidewalks			3,500,000					3,500,000
Water main - SU/Under I81				2,000,000				2,000,000
Amherst/Stewart/ Washington Water/Sewer Lines/Sidewalks				3,000,000				3,000,000
Water Storage Tank Replacement					250,000	4,000,000		4,250,000
Water Main Replacements						3,000,000	50,000,000	53,000,000
Total Utilities		**6,250,000**	**6,250,000**	**7,750,000**	**1,100,000**	**8,500,000**	**60,000,000**	**89,850,000**
Total CIP	**17,113,000**	**23,150,000**	**32,960,000**	**19,460,000**	**15,915,000**	**12,500,000**	**118,450,000**	**239,548,000**

Five-Year Capital Improvement Plan

Funding Summary	Prior	FY2017	FY2018	FY2019	FY2020	FY2021	Future	Total
Gen Fund	9,148,000	620,000	2,065,000	960,000	570,000	1,225,000	11,500,000	26,088,000
GO Bonds	-	7,350,000	16,200,000	7,300,000	3,850,000	1,250,000	17,200,000	53,150,000
Bond Proceeds	150,000	1,165,000	-	-	-	-	-	1,315,000
Rev Bonds	-	6,250,000	6,250,000	7,750,000	8,600,000	8,500,000	60,000,000	97,350,000
Schools	-	1,210,000	650,000	500,000	400,000	400,000	1,800,000	4,960,000
State	3,775,000	5,785,000	6,595,000	2,950,000	2,495,000	1,125,000	20,950,000	43,675,000
Federal	4,020,000	90,000	1,200,000	-	-	-	-	5,310,000
Contr/Other	20,000	680,000	-	-	-	-	7,000,000	7,700,000
Total	**17,113,000**	**23,150,000**	**32,960,000**	**19,460,000**	**15,915,000**	**12,500,000**	**118,450,000**	**239,548,000**

Five-Year Capital Improvement Plan FY 2017 - FY 2021
Anticipated Operating Costs

Project Description	Operating Description	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Five-Year Total
General Government							
Fire Burn Building	Maintenance costs.				1,000	10,000	11,000
City Hall Improvements	No impact to operating budget.						-
Buildings & Renovations	Utilities and maintenance costs.	100,000	102,500	105,000	107,500	109,000	524,000
Municipal Service Center	No impact to operating budget.						-
Entryway Welcome Signs	No impact to operating budget.						-
Millwood Ave Gateway Improvements	Landscaping and maintenance.	2,000	2,000	2,050	2,100	2,050	10,200
Green Circle	Landscaping and maintenance.	5,000	5,000	5,100	5,125	5,150	25,375
Sidewalk Improvements	No impact to operating budget.						-
Wentworth Sidewalks	No impact to operating budget.						-
Middle Road Improvements	No impact to operating budget.						-
Weems Lane Improvements	No impact to operating budget.						-
Valley Ave Drainage & Sidewalks	No impact to operating budget.						-
Joist Hite Storm Drainage Improvements	No impact to operating budget.						-
Storm Drainage Improvements	No impact to operating budget.						-
Street Light Improvements	No impact to operating budget.						-
Traffic Signal Improvements	No impact to operating budget.						-
Traffic Signal Synchronization	No impact to operating budget.						-

Five-Year Capital Improvement Plan FY 2017 - FY 2021
Anticipated Operating Costs

Project Description	Operating Description	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Five-Year Total
General Government - continued							
Intersection Improvements	No impact to operating budget.						-
Tevis Street Extension	No impact to operating budget.						-
Taft Avenue Extension	No impact to operating budget.						-
Monticello and Armour Dale	No impact to operating budget.						-
Hope Drive Extension	No impact to operating budget.						-
Pleasant Valley Road Realignment/Extension	No impact to operating budget.						-
Featherbed Lane Improvements	No impact to operating budget.						-
Shawnee Drive Improvements	No impact to operating budget.						-
Papermill Road Improvements	No impact to operating budget.						-
Park Maintenance Building	No impact to operating budget.						-
Basketball Courts Renov	Maintenance costs.		2,000	2,000	2,000	2,000	8,000
Playground Improvements	Maintenance costs.		1,500	1,500	1,500	1,500	6,000
Parks Waterline Repl	No impact to operating budget.						-
Lowry Tennis Courts	Maintenance costs.				2,000	2,000	4,000
Transit-Equip Maintenance Garage	No impact to operating budget.						-
Debt	Debt payments for prior projects.	2,651,168	2,661,119	2,532,235	2,219,459	1,201,235	12,065,216
Total General Government	**-**	**2,758,168**	**2,774,119**	**2,647,885**	**2,338,684**	**2,130,935**	**12,649,791**

Five-Year Capital Improvement Plan FY 2017 - FY 2021
Anticipated Operating Costs

Project Description	Operating Description	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Five-Year Total
Winchester Public Schools							
Disposition of Old JKES	No impact to operating budget.						-
DMMS Improvements	No impact to operating budget.						-
DCLC Renovations	No impact to operating budget.						-
Bus Replacement	No impact to operating budget.						-
VACD Roof Replacement	No impact to operating budget.						-
Security Vestibules	No impact to operating budget.						-
FDES Expansion & Renov	No impact to operating budget.						-
Debt	Debt payments for prior projects.	7,990,900	7,930,761	7,806,985	8,081,309	8,038,812	39,848,767
Total Winchester Public Schools		**7,990,900**	**7,930,761**	**7,806,985**	**8,081,309**	**8,038,812**	**39,848,767**
Utilities							
S. Kent Infrastructure Improvements	Operating costs to decrease.						-
Water Meter Replacements	Operating costs to decrease.						-
Dam & Intake Structure Rep	Operating costs to decrease.						-
Sanitary Sewer System Improvements	Operating costs to decrease.						-
N. Loudoun/S. Loudoun Water and Sewer Lines/Sidewalks	No impact to operating budget.						-
Water main - SU/Under I81	No impact to operating budget.						-

Five-Year Capital Improvement Plan FY 2017 - FY 2021
Anticipated Operating Costs

Project Description	Operating Description	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Five-Year Total
Utilities - continued							
Amherst/Stewart/ Washington Water & Sewer Lines/Sidewalks	No impact to operating budget.						-
Water Storage Tank Repl	Operating costs to decrease.						-
Water Main Replacements	Operating costs to decrease.						-
Debt	Debt payments for prior projects.	9,342,556	10,737,152	10,896,908	10,629,299	9,905,525	51,511,440
Total Utilities		**9,342,556**	**10,737,152**	**10,896,908**	**10,629,299**	**9,905,525**	**51,511,440**
Total CIP Operating Costs	**-**	**20,091,624**	**21,442,032**	**21,351,778**	**21,049,292**	**20,075,272**	**104,009,998**

FIVE-YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2017 - 2021

Fund & Department: General Fund - Fire and Rescue

Project Title: Training Center Burn Building

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING	$ 20,000	$ 250,000						$ 270,000
BONDS								$ -
STATE	$ 30,000	$ 450,000						$ 480,000
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ 50,000	$ 700,000	$ -	$ -	$ -	$ -	$ -	$ 750,000

Location Map:

Map of:
1716 Woodstock Ln
Winchester, VA 22602-6049

PROJECTED ANNUAL OPERATING COSTS ($)	
FY2017	$ -
FY2018	$ -
FY2019	$ -
FY2020	$ 1,000
FY2021	$ 10,000
TOTAL	$ 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. $270,000 is being requested from the general fund and up to an additional $480,000 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 $450,000 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
FISCAL YEARS 2017 - 2021

Fund & Department: General Fund - Facilities Maint

Project Title: City Hall Improvements

Budget Code: 312-4324-443-83-75

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS	$ 150,000	$ 1,165,000						$ 1,315,000
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ 150,000	$ 1,165,000	$ -	$ -	$ -	$ -	$ -	$ 1,315,000

Location Map:

PROJECTED ANNUAL OPERATING COSTS ($)	
FY2017	
FY2018	
FY2019	
FY2020	
FY2021	
TOTAL	$ -

Project Description:
Repoint / sealing brick and mortar on facade of City Hall and replacing the HVAC air make-up units at City Hall. In addition, interior renovations.

Project Objectives/Justification: Prohibit moisture and waterfrom penetrating building. On days with heavy rain or prolonged periods of rain, moisture is entering into the building between the mortor joints that have craked 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
FISCAL YEARS 2017 - 2021

Fund & Department: General Fund - Facilities Maint

Project Title: Buildings & Renovations

Budget Code: 312-4324-443-

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS		$ 4,500,000						$ 4,500,000
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ -	$ 4,500,000	$ -	$ -	$ -	$ -	$ -	$ 4,500,000

Location Map:

PROJECTED ANNUAL OPERATING COSTS ($)	
FY 2017	
FY 2018	
FY 2019	
FY 2020	
FY 2021	
TOTAL	$ -

Project Description:
Buildings and renovations.

Project Objectives/Justification:

FIVE-YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2017 - 2021

Fund & Department: Utilities - Public Services

Project Title: New Municipal Service Center for Public Services

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2020	Future Years	Project Total
OPERATING								$ -
BONDS			$ 150,000	$ 550,000	$ 7,500,000			$ 8,200,000
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ -	$ -	$ 150,000	$ 550,000	$ 7,500,000	$ -	$ -	$ 8,200,000

Location Map:

PROJECTED ANNUAL OPERATING COSTS ($)	
FY2017	$ -
FY2018	$ -
FY2019	$ -
FY2020	$ -
FY2021	$ -
TOTAL	$ -

Project Description: Project would consist of constructing a new maintenance facility that would be shared and paid for by both Utilities and Public Works (Highway Maintenance Fund and General Fund).

Project Objectives/Justification: The existing maintenance facilities/buildings on Woodstock Lane and at City Yards are old and in very poor condition. The buildings are in constant need of maintenance and need to be replaced. A new, shared faciility 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
FISCAL YEARS 2017 - 2021

Fund & Department: General Fund - Public Services

Project Title: Entryway Welcome Signs

Budget Code: 312-4121-442-82-29

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS								$ -
STATE								$ -
FEDERAL								$ -
RESERVES	$ 150,000	$ 150,000	$ 150,000	$ 150,000				$ 600,000
OTHER								$ -
TOTAL	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ -	$ -	$ -	$ 600,000

Location Map:

Locations:

1. Millwood/Jubal Early
2. Valley Avenue
3. Cedar Creek Grade
4. Amherst Street
5. Fairmont (US 522 N)
6. N. Loudoun (US 11 N)
7. Berryville Avenue

PROJECTED ANNUAL OPERATING COSTS ($)	
FY2017	$ -
FY2018	$ -
FY2019	$ -
FY2020	$ -
FY2021	$ -
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
FISCAL YEARS 2017 - 2021

Fund & Department: Utilities - Public Services

Project Title: Millwood Avenue Gateway Corridor Improvements

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS			$ 800,000					$ 800,000
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ -	$ -	$ 800,000	$ -	$ -	$ -	$ -	$ 800,000

Location Map:

PROJECTED ANNUAL OPERATING COSTS ($)	
FY2017	$ -
FY2018	$ -
FY2019	$ -
FY2020	$ -
FY2021	$ -
TOTAL	$ -

Project Description:
The project would consist of burying the above ground utilities on Millwood Avenue from Interstate-81 west just past Abrams Creek. The work would be completed in conjunction with Shenandoah University burying the above ground utilities adjacent to their property in this corridor.

Project Objectives/Justification: Improvements to the primary gateway corridors into the City are a high priority for City Council. This project would greatly improve the overall aesthetics coming into the City along this major route.

FIVE-YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2017 - 2021

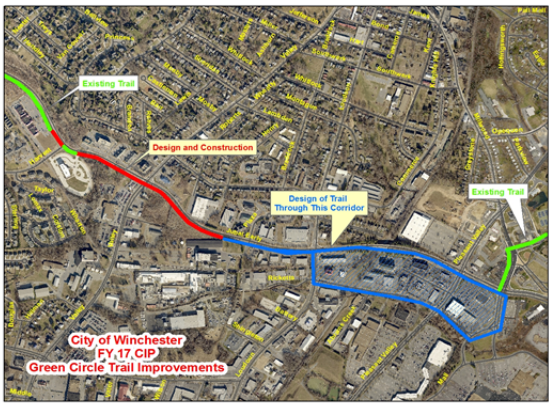
Fund & Department: General Fund - Public Services

Project Title: Green Circle

Budget Code: 312-7111-471.83-12

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS								$ -
STATE		$ 200,000	$ 1,250,000					$ 1,450,000
FEDERAL	$ 3,320,000							$ 3,320,000
RESERVES	$ 1,053,000	$ 200,000	$ 1,250,000					$ 2,503,000
OTHER								$ -
TOTAL	$ 4,373,000	$ 400,000	$ 2,500,000	$ -	$ -	$ -	$ -	$ 7,273,000

Location Map:



Project Description: Construction of Phase III of the project along Jubal Early from Valley Avenue to just west of Harvest Drive. Also begin on the design for the final phase of the project.

Project Objectives/Justification: This project has been on on-going effort to construct a recreational trail around and through the City of Winchester to provide opportunitites 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
FISCAL YEARS 2017 - 2021

Fund & Department: General Fund - Public Services

Project Title: Sidewalk Improvements

Budget Code: 312-4121-441.83-19

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS		$ 500,000	$ 2,000,000	$ 2,000,000	$ 1,500,000			$ 6,000,000
STATE	$ 1,000,000							$ 1,000,000
FEDERAL								$ -
RESERVES	$ 2,400,000					$ 1,000,000	$ 10,000,000	$ 13,400,000
OTHER								$ -
TOTAL	$ 3,400,000	$ 500,000	$ 2,000,000	$ 2,000,000	$ 1,500,000	$ 1,000,000	$ 10,000,000	$ 20,400,000

Location Map:

The project during the period FY 2017 - 2019 will consist of replacing sidewalks in conjunction with the small water meter replacement project that will be completed by Utilities.

PROJECTED ANNUAL OPERATING COSTS ($)	
FY 2017	$ -
FY 2018	$ -
FY 2019	$ -
FY 2020	$ -
FY 2021	$ -
TOTAL	$ -

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

Project Objectives/Justification: Sidewalk improvements are a very high priority for residents and City Council. The improvements that will be completed for this project are consistent with the Sidewalk Master Plan adopted by City Council in 2013.

FIVE-YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2017 - 2021

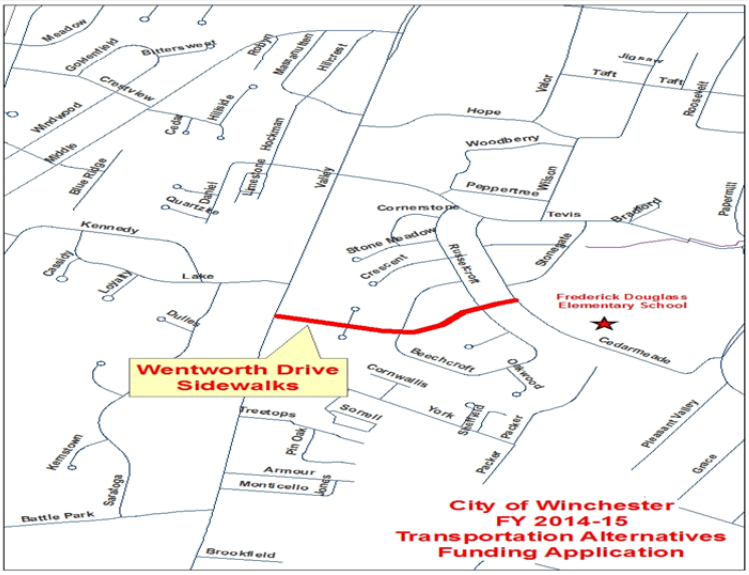
Fund & Department: General Fund - Public Services

Project Title: Safe Routes to School - Wentworth Sidewalks

Budget Code: 312-4121-441.83-19

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS								$ -
STATE								$ -
FEDERAL		$ 50,000	$ 400,000					$ 450,000
RESERVES		$ 15,000	$ 100,000					$ 115,000
OTHER								$ -
TOTAL	$ -	$ 65,000	$ 500,000	$ -	$ -	$ -	$ -	$ 565,000

Location Map:



Project Description: Project will consist of constructing new sidewalks on Wentworth Drive between Cedarmeade and Valley Avenue. This is a "Safe Routes to School" project that has 80% of the total cost funded by federal transportation enhancement funds.

Project Objectives/Justification: This project will provide for sidewalks to allow students living in this area to walk safely to Frederick Douglass Elementary School.

FIVE-YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2016 - 2020

Fund & Department: General Fund - Public Services

Project Title: Middle Road Improvements

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS					$ 1,100,000			$ 1,100,000
STATE					$ 1,100,000			$ 1,100,000
FEDERAL								$ -
RESERVES								$ -
GEN. FUND								$ -
TOTAL	$ -	$ -	$ -	$ -	$ 2,200,000	$ -	$ -	$ 2,200,000

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
FISCAL YEARS 2017 - 2021

Fund & Department: Utilities - Public Services

Project Title: Weems Lane Improvements

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS							$ 550,000	$ 550,000
STATE							$ 550,000	$ 550,000
FEDERAL								$ -
RESERVES								$ -
GEN. FUND								$ -
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ 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
FISCAL YEARS 2017 - 2021

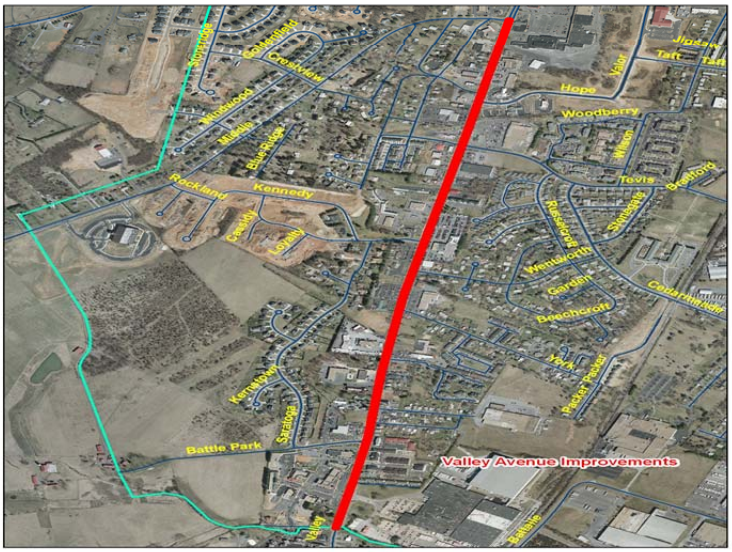
Fund & Department: General Fund - Public Services

Project Title: Valley Avenue Drainage and Sidewalk Improvements

Budget Code: 312-4121-441.83-68

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS		$ 500,000	$ 1,500,000	$ 500,000				$ 2,500,000
STATE	$ 200,000	$ 500,000	$ 1,500,000	$ 500,000				$ 2,700,000
FEDERAL	$ 500,000							$ 500,000
RESERVES								$ -
OTHER								$ -
TOTAL	$ 700,000	$ 1,000,000	$ 3,000,000	$ 1,000,000	$ -	$ -	$ -	$ 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
FISCAL YEARS 2017 - 2021

Fund & Department: General Fund - Public Services

Project Title: Storm Drainage Improvements on Joist Hite

Project No:

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS		$ 125,000						$ 125,000
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ -	$ 125,000	$ -	$ -	$ -	$ -	$ -	$ 125,000

Location Map:

PROJECTED ANNUAL OPERATING COSTS ($)	
FY2017	
FY2018	
FY2019	
FY2020	
FY2021	
TOTAL	$ -

Project Description:
The project is needed to alleviate a signficant existing drainage problem near the intersection of Valley Avenue/Whitlock. This existing drainage problem caused significant property damage in 2009 and 2010 and presents a major safety hazard to motorists and pedestrians on Valley Avenue due to large volume of water that collects on Valley Avenue and the potential for vehicles to hydroplane and cause accidents.

Project Objectives/Justification: Improve drainage system at this location. This is a Revenue Sharing Project with VDOT.

FIVE-YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2017 - 2021

Fund & Department: General Fund - Public Services

Project Title: Storm Drainage Improvements

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS			$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$10,000,000	$14,000,000
STATE			$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$10,000,000	$14,000,000
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ -	$ -	$ 2,000,000	$ 2,000,000	$ 2,000,000	$ 2,000,000	$20,000,000	$28,000,000

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
FISCAL YEARS 2017 - 2021

Fund & Department: Utilities - Public Services

Project Title: Street Light Improvements

Budget Code: 312-4142-441.81-01

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING	$ 100,000		$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 600,000	$ 1,100,000
BONDS								$ -
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
								$ -
TOTAL	$ 100,000	$ -	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 600,000	$ 1,100,000

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 signficant amount of money for electrical costs since LED's are much more efficient that 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
FISCAL YEARS 2017 - 2021

Fund & Department: General Fund - Public Services

Project Title: Traffic Signal Improvements

Budget Code: 312-4142-441-83-76

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS								$ -
STATE	$ 1,825,000		$ 125,000	$ 150,000	$ 125,000	$ 125,000		$ 2,350,000
FEDERAL	$ 200,000							$ 200,000
RESERVES	$ 4,775,000		$ 125,000	$ 150,000	$ 125,000	$ 125,000		$ 5,300,000
OTHER								$ -
TOTAL	$ 6,800,000	$ -	$ 250,000	$ 300,000	$ 250,000	$ 250,000	$ -	$ 7,850,000

Location Map:

FY2018: New Signal at Adams Drive/Legge Blvd.

FY2019: N. Loudoun/Brick Kiln Signal Replacement

FY2020: Papermill Shawnee Signal Replacement

FY2021: 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 occured 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
FISCAL YEARS 2017 - 2021

Fund & Department: General Fund - Public Services

Project Title: Traffic Signal Syncronization with Traffic Adaptive System (In-Synch)

Budget Code: 312-4142-441.83-76

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	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								$ -
TOTAL	$ 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
FISCAL YEARS 2017 - 2021

Fund & Department: General Fund - Public Services

Project Title: Intersection Improvements

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS								$ -
STATE				$ 150,000	$ 150,000			$ 300,000
FEDERAL								$ -
RESERVES				$ 150,000	$ 150,000			$ 300,000
OTHER								$ -
TOTAL	$ -	$ -	$ -	$ 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
FISCAL YEARS 2017 - 2021

Fund & Department: General Fund - Public Services

Project Title: Tevis Street Extension

Project No :

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS								$ -
STATE	$ 20,000	$ 680,000						$ 700,000
FEDERAL								$ -
RESERVES								$ -
OTHER	$ 20,000	$ 680,000						$ 700,000
TOTAL	$ 40,000	$ 1,360,000	$ -	$ -	$ -	$ -	$ -	$ 1,400,000

Location Map:

PROJECTED ANNUAL OPERATING COSTS ($)	
FY2017	
FY2018	
FY2019	
FY2020	
FY2021	
TOTAL	$ -

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 provde 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
FISCAL YEARS 2017 - 2021

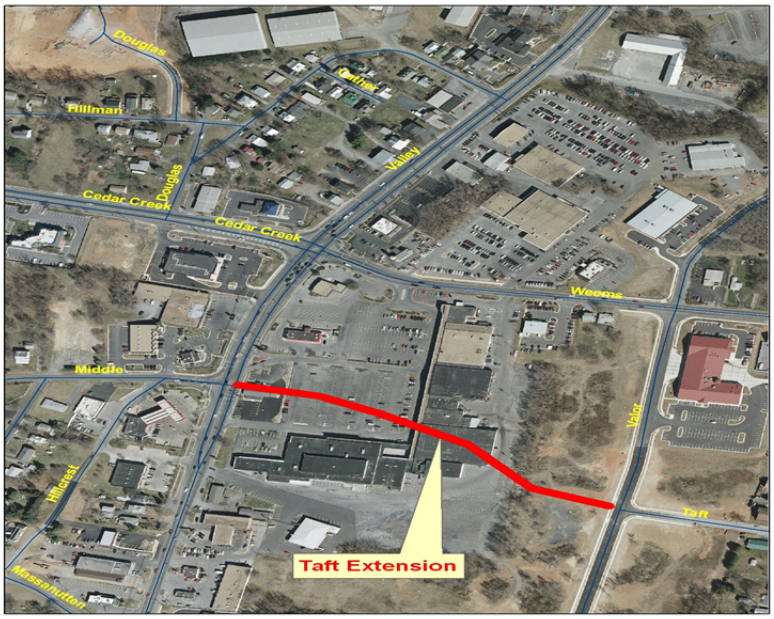
Fund & Department: General Fund - Public Services

Project Title: Taft Avenue Extension

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS								$ -
STATE							$ 4,000,000	$ 4,000,000
FEDERAL								$ -
RESERVES								$ -
OTHER							$ 4,000,000	$ 4,000,000
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ 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
FISCAL YEARS 2017 - 2021

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 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS								$ -
STATE	$ 50,000	$ 2,950,000						$ 3,000,000
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ 50,000	$ 2,950,000	$ -	$ -	$ -	$ -	$ -	$ 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
FISCAL YEARS 2017 - 2021

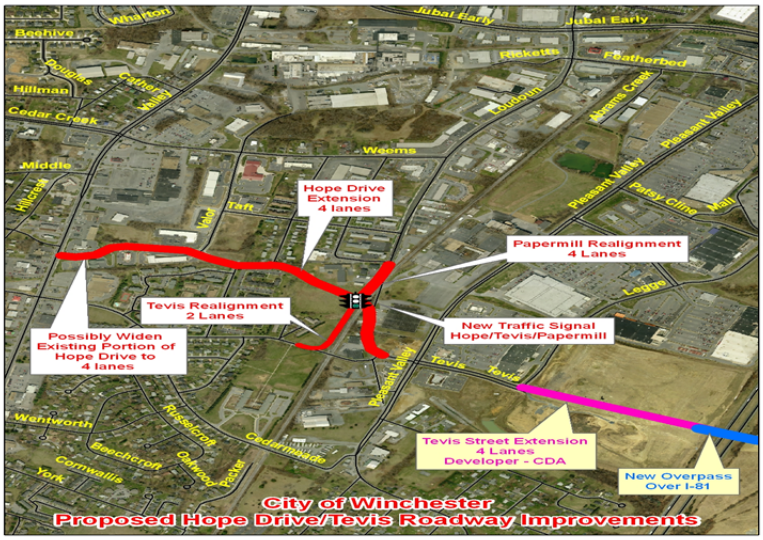
Fund & Department: General Fund - Public Services

Project Title: Hope Drive Extension

Budget Code: 312-4121-441-83-10

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS		$ 1,000,000	$ 2,500,000	$ 1,000,000				$ 4,500,000
STATE	$ 400,000	$ 1,000,000	$ 2,500,000	$ 1,000,000				$ 4,900,000
FEDERAL								$ -
RESERVES	$ 400,000							$ 400,000
OTHER								$ -
TOTAL	$ 800,000	$ 2,000,000	$ 5,000,000	$ 2,000,000	$ -	$ -	$ -	$ 9,800,000

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
FISCAL YEARS 2017 – 2021

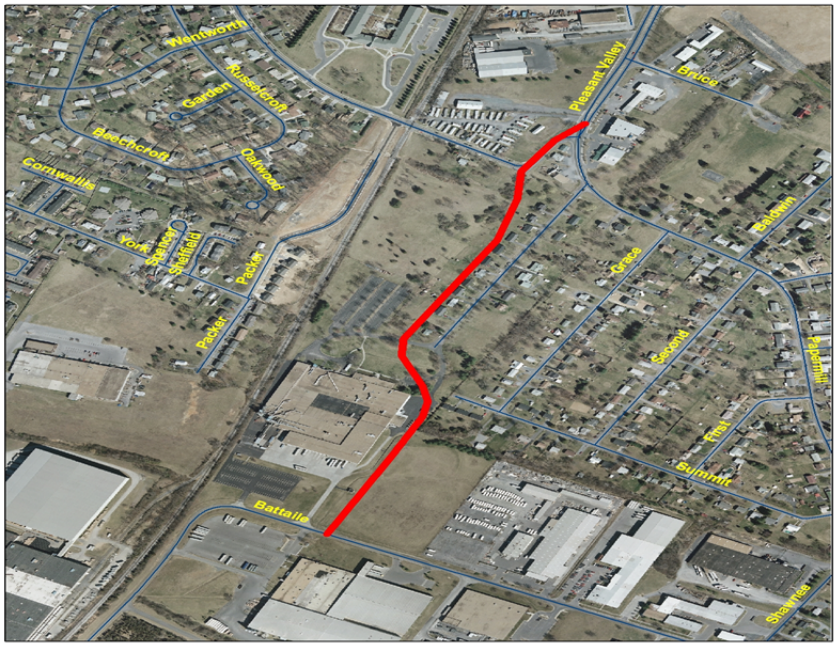
Fund & Department: General Fund - Public Services

Project Title: Pleasant Valley Road Realignment/Extension

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS								$ -
STATE							$ 3,000,000	$ 3,000,000
FEDERAL								$ -
RESERVES								$ -
OTHER							$ 3,000,000	$ 3,000,000
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,000,000	$ 6,000,000

Location Map:



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

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

FIVE-YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2017 - 2021

Fund & Department: General Fund - Public Services

Project Title: Featherbed Lane Improvements

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS								$ -
STATE							$ 400,000	$ 400,000
FEDERAL								$ -
RESERVES							$ 400,000	$ 400,000
OTHER								$ -
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ 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 signficantly improve safety and drainage on this street.

FIVE-YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2017 - 2021

Fund & Department: General Fund - Public Services

Project Title: Shawnee Drive Improvements

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS							$ 1,000,000	$ 1,000,000
STATE							$ 1,000,000	$ 1,000,000
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ 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 signficantly improve traffic flow and safety along this corridor.

FIVE-YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2017 - 2021

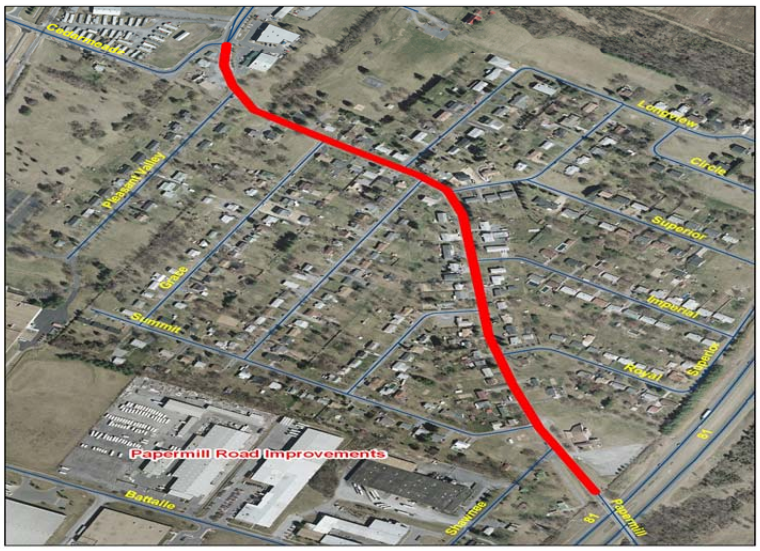
Fund & Department: General Fund - Public Services

Project Title: Papermill Road Improvements

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS							$ 2,000,000	$ 2,000,000
STATE							$ 2,000,000	$ 2,000,000
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,000,000	$ 4,000,000

Location Map:



Project Description: Project would consist of widening Papermill Road between Cedarmeade and the City limit from two lanes to three lanes (one lane each direction and a center turn lane), bike lane, curb & gutter, and sidewalks.

Project Objectives/Justification: This project would signficantly improve traffic flow and safety along this corridor.

FIVE-YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2017 - 2021

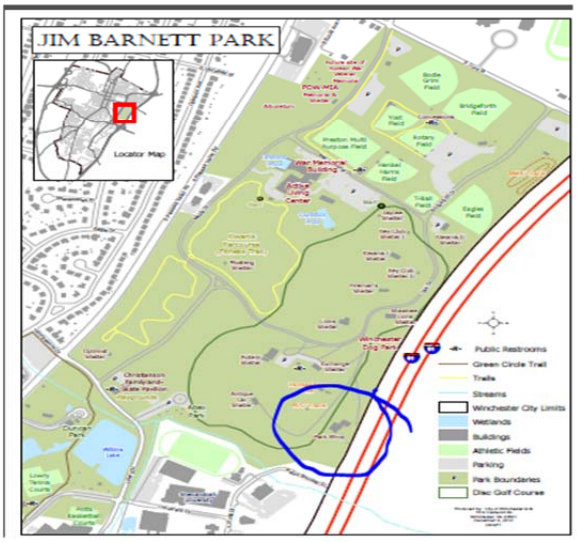
Fund & Department: General - Parks and Recreation

Project Title: Park Maintenance Facility

Budget Code: 312-7121-471.82-29

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS		$ 725,000						$ 725,000
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ -	$ 725,000	$ -	$ -	$ -	$ -	$ -	$ 725,000

Location Map:
Park Maintenance Compound in Jim Barnett Park



Project Description: Park Maintenance Shop.

Project Objectives/Justification: The maintenance shop is in deplorable and unsafe condition. There is a lack of equipment storage, portions of the shop were condemned following a snow storm several years ago and there is a lack of space to conduct maintenance of equipment and amenities such as picnic tables, grills, nets, etc.

Strategic Planning Item: Improve City Services
Department Initiative: Well maintained parks

FIVE-YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2017 - 2021

Fund & Department: General - Parks and Recreation

Project Title: Russ Potts Basketball Courts in Jim Barnett Park

Budget Code: 312-7111-471.83-59

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS								$ -
STATE								$ -
FEDERAL								$ -
RESERVES			$ 60,000					$ 60,000
OTHER								$ -
TOTAL	$ -	$ -	$ 60,000	$ -	$ -	$ -	$ -	$ 60,000

Location Map:

South End of Jim Barnett Park
Potts Basketball Courts

PROJECTED ANNUAL OPERATING COSTS ($)	
FY2017	$ -
FY2018	$ 2,000
FY2019	$ 2,000
FY2020	$ 2,000
FY2021	$ 2,000
TOTAL	$ 8,000

Project Description: Renovation to the existing basketball courts.

Project Objectives/Justification: Currently the courts are in poor condition and in need of major repairs. This amenity is heavily utilized throughout the year and is open for use during all hours Jim Barnett Park is open. The courts have been reviewed and determined to be a project for consideration during the FY18 budget process

Strategic Planning Item: Advance the Quality of Life
Department Initiative: Promoting Healthy Active Living, Well Maintained parks, need for outdoor recreation programming, Social Equity

Project Status: Requesting funds in FY 2018

FIVE-YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2017 - 2021

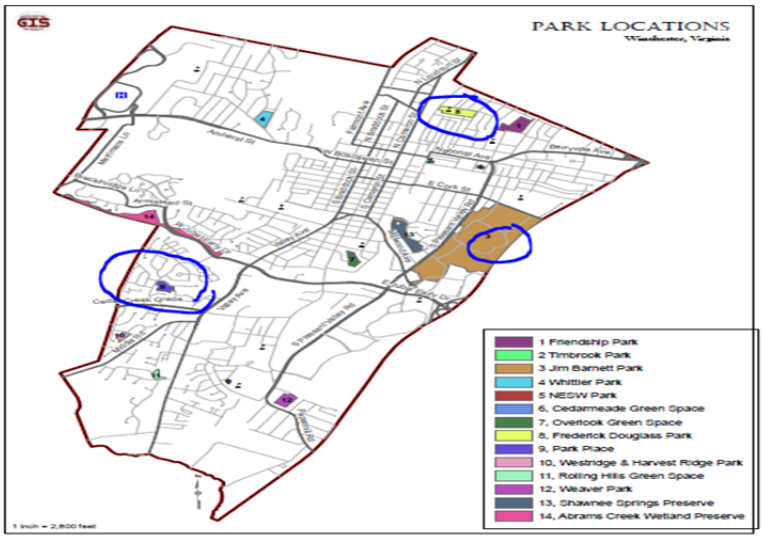
Fund & Department: General Fund - Parks and Recreation

Project Title: Playground Equipment Replacement

Budget Code: 312-7111-471.83-24

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING			$ 60,000	$ 160,000	$ 75,000			$ 295,000
BONDS								$ -
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ -	$ -	$ 60,000	$ 160,000	$ 75,000	$ -	$ -	$ 295,000

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
FISCAL YEARS 2017 - 2021

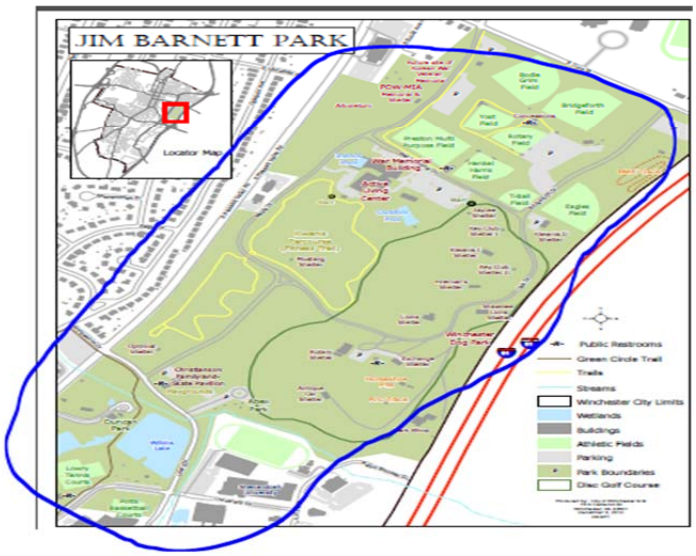
Fund & Department: General Fund - Parks and Recreation

Project Title: Jim Barnett Park Waterline Replacement

Budget Code: 312-7111-471.83-59

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS			$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 1,250,000
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ -	$ -	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 1,250,000

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
FISCAL YEARS 2017 – 2021

Fund & Department: Parks and Recreation Department

Project Title: Lowry Tennis Courts Resurfacing and Future Re-build

Budget Code: 312-7111-471-8340

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING				$ 100,000			$ 500,000	$ 600,000
BONDS								$ –
STATE								$ –
FEDERAL								$ –
RESERVES								$ –
OTHER								$ –
TOTAL	$ –	$ –	$ –	$ 100,000	$ –	$ –	$ 500,000	$ 600,000

Location Map:

South End of JBP Lowery Tennis Courts

PROJECTED ANNUAL OPERATING COSTS ($)	
FY2017	$ –
FY2018	$ –
FY2019	$ –
FY2020	$ 2,000
FY2021	$ 2,000
TOTAL	

Project Description: Lowry Tennis Courts Resurfacing and Future Re-build

Project Objectives/Justification: Repairs were made to the tennis courts during FY-16. The Parks were advised at that time that major repairs/rebuild would be required in the future. The first aspect of these repairs are estimated at $100,000 during FY-19. These repairs should then hold the courts for several years. However, future years will require a rebuild of the courts. The rebuild coupled with repairs to the restrooms, storage building etc. are estimated to be $500,000 in future years. The courts are utilized heavily by the public, Shenandoah University and Handley High School. They play a significant part in the overall parks and recreation programs.

Strategic Planning Item: Advance the quality of life for all Winchester residents.
Department Initiative: Promoting Healthy Active Living, Social Equity, Senior Programming.

Project Status: Request funding in FY19 for the continuation of surfacing the tennis courts.

FIVE-YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2017 - 2021

Fund & Department: Winchester Transit

Project Title: Equipment Maintenance Garage Improvements

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING		$ 5,000	$ 100,000					$ 105,000
BONDS								$ -
STATE		$ 5,000	$ 100,000					$ 105,000
FEDERAL		$ 40,000	$ 800,000					$ 840,000
RESERVES								$ -
OTHER								$ -
TOTAL	$ -	$ 50,000	$ 1,000,000	$ -	$ -	$ -	$ -	$ 1,050,000

Location Map:

FY17: Design
FY18: Construction

PROJECTED ANNUAL OPERATING COSTS ($)	
FY2017	
FY2018	
FY2019	
FY2020	
FY2021	
TOTAL	$ -

Project Description: This project will make upgrades and improvements to the equipment maintenance garage at City Yards.

Project Objectives/Justification: The garage is over 30 years old and really showing its age. This project will replace equipment such as the vehicle lifts, add new equipment and systems to modernize the operation and make it more efficient, and replace the equipment wash bay.

The funding for the project will be:

80% Federal
10% State
10% City

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 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								
BONDS			$ 5,000,000					$ 5,000,000
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ -	$ -	$ 5,000,000	$ -	$ -	$ -	$	$ 5,000,000

Location:

Project Description: Demolish and replace with soccer field, or provide necessary roofing, HVAC/ADA Plumbing improvements for building reuse.

Project Objectives/Justification: Demolish and replace budget estimate = $1,250,000
or: Renovation @ $100/sq ft = $5,000,000

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
FISCAL YEARS 2017 - 2021

Fund & Department: Winchester Public Schools

Project Title: Daniel Morgan Middle School Improvements

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING		$ 810,000						$ 810,000
BONDS								$
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ -	$ 810,000	$ -	$ -	$ -	$ -	$	$ 810,000

Location:

Project Description: Replace approximately 28,000 SF of existing room over cafetorium addition/ Also, to accomodate 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
FISCAL YEARS 2017 - 2021

Fund & Department: Winchester Public Schools

Project Title: Douglas Community Learning Center Building Systems Replacement

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS			$ 3,000,000	$ 2,000,000				$ 5,000,000
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ -	$ -	$ 3,000,000	$ 2,000,000	$ -	$ -	$ -	$ 5,000,000

Location:

Project Description: Complete renovation of facility to convert it to central office. Preliminary budget based on $178/sf. Full project cost to be determined at design development.

Project Objectives/Justification: Building is functionally obsolete and building-systems are beyond useful life. Investment required to maintain building in safe and habitable condition.

FIVE-YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2017 - 2021

Fund & Department: Winchester Public Schools

Project Title: School Bus Replacements

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING		$ 300,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 1,600,000	$ 3,500,000
BONDS								$
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ -	$ 300,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 1,600,000	$ 3,500,000

Location:

PROJECTED ANNUAL OPERATING COSTS ($)	
FY2017	
FY2018	
FY2019	
FY2020	
FY2021	
TOTAL	$ -

Project Description: Bus replacement program.

Project Objectives/Justification: Replace buses as they age.

FIVE-YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2017 - 2021

Fund & Department: Winchester Public Schools

Project Title: Virginia Avenue Charlotte DeHart Elementary School roof replacement

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING			$ 150,000					$ 150,000
BONDS								$
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ -	$ -	$ 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
FISCAL YEARS 2017 - 2021

Fund & Department: Winchester Public Schools

Project Title: Security Vestibules at School Entrances

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS								$
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
OTHER		$ 100,000	$ 100,000	$ 100,000			$ 200,000	$ 500,000
TOTAL	$ -	$ 100,000	$ 100,000	$ 100,000	$ -	$ -	$ 200,000	$ 500,000

Location:

PROJECTED ANNUAL OPERATING COSTS ($)	
FY2017	
FY2018	
FY2019	
FY2020	
FY2021	
TOTAL	$ -

Project Description: Modern school design prescribes building entrances which limit access to school building by directing visitors to receptionist who verifies identity and purpose.

Project Objectives/Justification: The lack of security vestibules was the major finding of School Safety Audit committee during the 2014 site reviews.

Project Status:

FIVE-YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2017 - 2021

Fund & Department: Winchester Public Schools

Project Title: Renovate Frederick Douglass Elementary School

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS							$ 3,400,000	$ 3,400,000
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,400,000	$ 3,400,000

Location:

Project : Description: Replace FDES mechanical and electrical systems; update and renovate other areas of need, based on $60/sf.

Project Objectives/Justification: Building systems over capacity and beyond useful life.

Project Status: School will be 30 years old in 2020.

FIVE-YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2017 - 2021

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 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS		$ 3,000,000						$ 3,000,000
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
GEN. FUND								$ -
TOTAL	$ -	$ 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
FISCAL YEARS 2017 - 2021

Fund & Department: Utilities

Project Title: Water Meter Replacements

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS		$ 2,500,000	$ 2,000,000	$2,000,000				$ 6,500,000
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ -	$ 2,500,000	$ 2,000,000	$ 2,000,000	$ -	$ -	$ -	$ 6,500,000

Location Map:

This proposed project will be completed in conjunction with a signficant number of sidewalk replacements that is included in the General Fund CIP.

PROJECTED ANNUAL OPERATING COSTS ($)	
FY2017	
FY2018	
FY2019	
FY2020	
FY2021	
TOTAL	$ -

Project Description: The majority of the City's 9,000 residential water meters are over 18 years old and near the end of their expected life. This project will replace all these water meters, add backflow preventers, and convert the meters to radio read units so that the meters can be ready much more efficiently and quickly.

Project Objectives/Justification: Necessary to ensure accurate meter readings for utility billing purposes.

Project Status:

FIVE-YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2017 - 2021

Fund & Department: Utilities

Project Title: Structural Repairs to Dam at Water Treatment Plant Intake Structure

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS				$ 100,000	$ 750,000			$ 850,000
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ -	$ -	$ -	$ 100,000	$ 750,000	$ -	$ -	$ 850,000

Location Map:

PROJECTED ANNUAL OPERATING COSTS ($)	
FY2017	$ -
FY2018	$ -
FY2019	$ -
FY2020	$ -
FY2021	$ -
TOTAL	$ -

Project Description: Project would consist of repairing the dam structures at the intake for the water treatment plant located on the North Fork of the Shenandoah River.

Project Objectives/Justification: The original dam structure was constructed in the 1950's and major structural repairs will be needed so that the dam is reliable and in service in the future. The water supply for Winchester's residents and businesses is dependent on the proper operation of the intake/dam at the river.

FIVE-YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2017 - 2021

Fund & Department: Utilities

Project Title: Sanitary Sewer System Improvements

Budget Code: 535-4805-448.86-20

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	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								$ -
TOTAL	$ -	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 750,000	$ 10,000,000	$ 13,750,000

Location Map:

PROJECTED ANNUAL OPERATING COSTS ($)	
FY2017	$ -
FY2018	$ -
FY2019	$ -
FY2020	$ -
FY2021	$ -
TOTAL	$ -

Project Description: Projects will consist of replacement of existing sewage pump stations, manholes, and lining/replacing existing sanitary sewer mains.

Project Objectives/Justification: The City operates several sewage pump stations that are getting old and need to be replaced. In addition, numerous existing sewer mains and manholes are very old and need to be replaced or lined. This will help with the significant infiltration problem that occurs during wet weather.

FIVE-YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2017-2021

Fund & Department: Utilities - Public Services

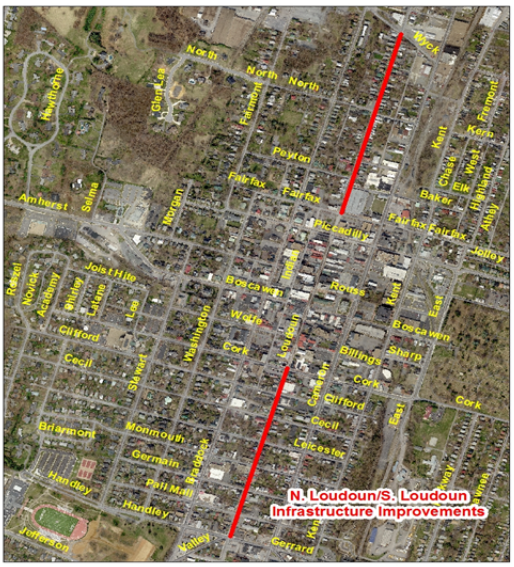
Project Title: N. Loudoun/S. Loudoun Infrastructure Improvements

Project No :

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS			$ 3,500,000					$ 3,500,000
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
GEN. FUND								$ -
TOTAL	$ -	$ -	$ 3,500,000	$ -	$ -	$ -	$ -	$ 3,500,000

Location Map:



PROJECTED ANNUAL OPERATING COSTS ($)	
FY2017	
FY2018	
FY2019	
FY2020	
FY2021	
TOTAL	$ -

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
FISCAL YEARS 2017 - 2021

Fund & Department: Utilities

Project Title: Watermain Replacement SU/Under I-81

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS				$ 2,000,000				$ 2,000,000
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ -	$ -	$ -	$ 2,000,000	$ -	$ -	$ -	$ 2,000,000

Location Map:

PROJECTED ANNUAL OPERATING COSTS ($)	
FY2017	$ -
FY2018	$ -
FY2019	$ -
FY2020	$ -
FY2021	$ -
TOTAL	$ -

Project Description: Project will consist of replacing the existing watermain from Shenandoah University to the east side of Interstate 81.

Project Objectives/Justification: The existing watermain is old and in very poor condition and has experienced multiple breaks over the past several years. This main is vital for supplying water service to the City's customers on the east side of Interstate 81.

FIVE-YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2017 – 2021

Fund & Department: Utilities - Public Services

Project Title: Amherst/Stewart/Washington Infrastructure Improvements

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS					$ 3,000,000			$ 3,000,000
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
GEN. FUND								$ -
TOTAL	$ -	$ -	$ -	$ -	$ 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
FISCAL YEARS 2017 - 2021

Fund & Department: Utilities

Project Title: Water Storage Tank Replacement

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS					$ 250,000	$ 4,000,000		$ 4,250,000
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ -	$ -	$ -	$ -	$ 250,000	$ 4,000,000	$ -	$ 4,250,000

Location Map:

PROJECTED ANNUAL OPERATING COSTS ($)	
FY2017	$ -
FY2018	$ -
FY2019	$ -
FY2020	$ -
FY2021	$ -
TOTAL	$ -

Project Description: Project would consist of constructing a new water storage tank, most likely on the north end of the City.

Project Objectives/Justification: Two of the City's existing water storage tanks present significant operational problems. The first, the Tennyson Tank, is 80+ years old and is starting to develop numerous leaks. The second, Strothers Lane, is not at an ideal elevation and the water often becomes stagnant and loses it 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
FISCAL YEARS 2017 - 2021

Fund & Department: Utilities

Project Title: Water Main Replacements

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Future Years	Project Total
OPERATING								$ -
BONDS						$ 3,000,000	$50,000,000	$ 53,000,000
STATE								$ -
FEDERAL								$ -
RESERVES								$ -
OTHER								$ -
TOTAL	$ -	$ -	$ -	$ -	$ -	$ 3,000,000	$50,000,000	$ 53,000,000

Location Map:

PROJECTED ANNUAL OPERATING COSTS ($)	
FY2017	$ -
FY2018	$ -
FY2019	$ -
FY2020	$ -
FY2021	$ -
TOTAL	$ -

Project Description: Projects will consist of replacement of existing water mains that are old and in poor condition.

Project Objectives/Justification: The City operates a very old water distribution system. Some of the existing pipes are nearly 200 years old which gives Winchester the distinction of operating the third oldest distribution system in the U.S.

EQUIPMENT REPLACEMENT PLAN
2017-2021

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 2017 plan calls for the replacement of nine public safety vehicles representing 43% of the total plan cost. This includes seven police vehicles, one sheriff vehicle, and one fire and rescue vehicle that are either above 120,000 miles currently or will reach this threshold by the end of fiscal year 2017. Public Works equipment combines for 41% of the total cost, including a dump truck and a refuse truck. The Electoral Board will purchase new voting machines as mandated by the State representing 13% of the plan costs. The equipment replacement charges for FY 2017 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 2017-2021

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.

City of Winchester
Equipment Replacement Plan
2017 - 2021

DEPARTMENT SUMMARY

Department	2017	2018	2019	2020	2021	Total
Sheriff	31,000	35,000	35,000	55,000	55,000	211,000
Police	244,000	240,000	240,000	240,000	240,000	1,204,000
Fire	43,000	109,900	38,000	76,000	500,000	766,900
Electoral Board	100,000	-	-	-	-	100,000
Zoning & Inspections	-	40,000	75,000	-	-	115,000
Facilities Maintenance	-	53,000	-	-	-	53,000
Refuse	200,000	30,000	170,000	30,000	-	430,000
Streets	105,000	329,300	317,000	362,000	283,400	1,396,700
Parks & Recreation	-	119,000	162,500	93,000	99,000	473,500
Human Services	20,000	20,000	25,000	20,000	20,000	105,000
Transit	-	375,000	150,000	-	-	525,000
Winc Parking Authority	3,300	34,000	15,000	30,000	2,385	84,685
Public Services	-	-	62,000	150,000	150,000	362,000
Grand Total	**746,300**	**1,385,200**	**1,289,500**	**1,056,000**	**1,349,785**	**5,826,785**

City of Winchester
Equipment Replacement Plan
2017 - 2021
Equipment by Year

Department	Current Equipment	New Equipment	Cost/Funding Source: General Fund	Other	Total
2017					
Sheriff	Sheriff Vehicles (1)	Sheriff Vehicles (1)	31,000		31,000
Police	Police Vehicles (7)	Police Vehicles (7)	244,000		244,000
Fire & Rescue	2006 GMC 2500 HD 4x4 Pickup	4x4 SUV	43,000		43,000
Voting Machines	Electronic Touch Screen	Paper Ballot Machines	100,000		100,000
Refuse	2004 Refuse/Recycling Truck	Refuse/Recycling Truck	200,000		200,000
Social Services		Small SUV	-	20,000	20,000
Highway Maint - Streets	1994 Dump Truck	Dump Truck	105,000		105,000
Parking Authority	Receipt printer	Receipt printer (spare)	-	2,300	2,300
Parking Authority	Power washer/2 Backpack blowers	Power washer/2 Backpack blower	-	1,000	1,000
	Total for 2017		**723,000**	**23,300**	**746,300**
2018					
Sheriff	Sheriff Vehicle	Sheriff Vehicle	35,000		35,000
Police	Police Vehicles (5)	Police Vehicles (5)	240,000		240,000
Fire & Rescue		Sedan	17,800		17,800
Fire & Rescue	2007 Ford Explorer 4x4 SUV	4x4 SUV	38,000		38,000
Fire & Rescue	2005 GMC 2500 HD 4x4 Pickup	4x4 SUV	54,100		54,100
Inspections	2005 Ford Taurus	Sedan	20,000		20,000
Inspections	2005 Ford Taurus	Sedan	20,000		20,000
Refuse	2002 Dodge Pickup	Pickup Truck	30,000		30,000
Facilities Maintenance	2001GMC 2500	4x4 Pickup w/plow	35,000		35,000
Facilities Maintenance	2001 Jeep	SUV	18,000		18,000
Highway Maint - Admin	2001 Chevy Lumina	SUV	25,300		25,300
Highway Maint - Trees	Carlton Stump Grinder	Stump Grinder	20,000		20,000
Highway Maint - Trees	1999 GMC Bucket Truck	Bucket Truck	115,000		115,000
Highway Maint - Streets	1994 Dump Truck	Dump Truck	105,000		105,000
Highway Maint - Streets	Leaf Vacs (2)	Leaf Vacs (2)	64,000		64,000
Parks & Recreation	20014x2 GMC	4x4 Pickup	33,000		33,000
Parks & Recreation	Toro Workman with Groomer	Toro Workman with Groomer	10,000		10,000
Parks & Recreation	Bobcat	Bobcat	45,000		45,000
Parks & Recreation	1998 F-150	4x4 Pickup Truck	31,000		31,000
Social Services	2006 Stratus	Sedan	-	20,000	20,000
Transit	2006 Paratransit Van	Paratransit Van	15,000	135,000	150,000

City of Winchester
Equipment Replacement Plan
2017 - 2021
Equipment by Year

			Cost/Funding Source		
Department	**Current Equipment**	**New Equipment**	**General Fund**	**Other**	**Total**
2018 - continued					
Transit	2008 Transit Bus	Transit Bus	22,500	202,500	225,000
Parking Authority	Mechanical parking meters	Parking equipment	-	23,000	23,000
Parking Authority	Bank Note Dispenser	Bank Note Dispenser		11,000	11,000
	Total for 2018		**993,700**	**391,500**	**1,385,200**
2019					
Sheriff	2007 Chevy Impala	Sheriff Vehicle	35,000		35,000
Police	Police Vehicles (5)	Police Vehicles (5)	240,000		240,000
Fire & Rescue	2008 Ford Explorer 4x4 SUV	4x4 SUV	38,000		38,000
Zoning	2008 Chevy Colorado	Light Truck	25,000		25,000
Inspections	2001 Chevy Cavalier	4x4 SUV	30,000		30,000
Inspections	2002 Chevy Lumina	Sedan	20,000		20,000
Refuse	2006 Refuse/Recycling Truck	Refuse/Recycling Truck	170,000		170,000
Parks & Recreation	15-Passenger Van	15-Passenger Bus	60,000		60,000
Parks & Recreation	Toro 5910 Mower	Toro 5910 Mower	100,000		100,000
Parks & Recreation	New	Plasma Cutter	2,500		2,500
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 - 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
Social Services	2007 Ford Explorer	SUV		25,000	25,000
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
	Total for 2019		**1,052,500**	**237,000**	**1,289,500**
2020					
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
Refuse	2002 Toyota Pickup	Pickup Truck	30,000		30,000
Parks & Recreation		Zero Turn Mower	15,000		15,000

City of Winchester
Equipment Replacement Plan
2017 - 2021
Equipment by Year

			Cost/Funding Source		
Department	**Current Equipment**	**New Equipment**	**General Fund**	**Other**	**Total**
2020 - continued					
Parks & Recreation		Vehicle Lift	8,000		8,000
Parks & Recreation	1998 GMC 6500	Dump Truck	70,000		70,000
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
Social Services	2008 Ford Fusion	Sedan		20,000	20,000
Parking Authority	1995 Dodge Truck	Truck		30,000	30,000
Public Services				150,000	150,000
	Total for 2020		**856,000**	**200,000**	**1,056,000**
2021					
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	500,000		500,000
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	2007 GMC 4x4	4x4 Pickup	31,000		31,000
Parks & Recreation	2011 F-350	4x4 Pickup	38,000		38,000
Parks & Recreation	Zero Turn Mower	Zero Turn Mower	15,000		15,000
Parks & Recreation	Kubota Cart	Kubota Cart	15,000		15,000
Social Services	2009 Chevy Impala	Sedan		20,000	20,000
Parking Authority	Receipt printer for 7800 pay station	Receipt printer for 7800 pay station		2,385	2,385
Public Services				150,000	150,000
	Total for 2021		**1,177,400**	**172,385**	**1,349,785**
Grand Total			**4,802,600**	**1,024,185**	**5,826,785**

City of Winchester
Equipment by Department
2017 - 2021

Department	2017	2018	2019	2020	2021	Total
Sheriff						
Marked Vehicles	31,000	35,000	35,000	55,000	55,000	211,000
Total Sheriff	**31,000**	**35,000**	**35,000**	**55,000**	**55,000**	**211,000**
Police						
Marked Patrol Vehicles	244,000	240,000	240,000	240,000	240,000	1,204,000
Total Police	**244,000**	**240,000**	**240,000**	**240,000**	**240,000**	**1,204,000**
Fire						
Marked Vehicles	43,000	109,900	38,000	76,000	-	266,900
HazMat Vehicle		-	-	-	500,000	500,000
Total Fire	**43,000**	**109,900**	**38,000**	**76,000**	**500,000**	**766,900**
Electoral Board						
Voting Machines	100,000	-	-	-	-	100,000
Total Electoral Board	**100,000**	**-**	**-**	**-**	**-**	**100,000**
Zoning & Inspections						
Sedan	-	40,000	75,000	-	-	115,000
Total Zoning & Inspections	**-**	**40,000**	**75,000**	**-**	**-**	**115,000**
Facilities Maintenance						
SUV	-	18,000	-	-	-	18,000
Pickup Truck	-	35,000	-	-	-	35,000
Total Facilities Maintenance	**-**	**53,000**	**-**	**-**	**-**	**53,000**
Public Works/Refuse						
Pickup Truck	-	30,000	-	30,000	-	60,000
Refuse/Recycling Truck	200,000	-	170,000	-	-	370,000
Total Refuse	**200,000**	**30,000**	**170,000**	**30,000**	**-**	**430,000**
Public Works/Highway Maintenance						
Dump Trucks	105,000	105,000	240,000	240,000	-	690,000
Pickup Trucks	-	-	57,000	97,000	103,400	257,400
SUV	-	25,300	-	-		25,300
Sweeper	-	-	-	-	180,000	180,000
Bucket Truck	-	115,000	-	-	-	115,000
Van	-	-	-	25,000	-	25,000
Stump Grinder	-	20,000	-	-	-	20,000
Leaf Vacs/Mowers	-	64,000	20,000	-	-	84,000
Total Highway Maintenance	**105,000**	**329,300**	**317,000**	**362,000**	**283,400**	**1,396,700**

City of Winchester
Equipment by Department
2017 - 2021

Department	2017	2018	2019	2020	2021	Total
Parks & Recreation						
Pickup Trucks	-	64,000		-	69,000	133,000
Other Equipment	-	-	2,500	8,000	15,000	25,500
Dump Truck	-	-	-	70,000	-	70,000
15-Passenger Van	-	-	60,000	-	-	60,000
Mower	-	-	100,000	15,000	15,000	130,000
Toro Workman	-	10,000	-	-	-	10,000
Bobcat	-	45,000	-	-	-	45,000
Total Parks & Recreation	**-**	**119,000**	**162,500**	**93,000**	**99,000**	**473,500**
Social Services						
Sedan	20,000	20,000	-	20,000	20,000	80,000
SUV	-	-	25,000	-	-	25,000
Total Human Services	**20,000**	**20,000**	**25,000**	**20,000**	**20,000**	**105,000**
Transit						
Paratransit Vans	-	150,000	150,000	-	-	300,000
Transit Bus	-	225,000		-	-	225,000
Total Transit	**-**	**375,000**	**150,000**	**-**	**-**	**525,000**
Winchester Parking Authority						
Truck	-	-	-	30,000	-	30,000
Parking Meters	-	23,000	-	-	-	23,000
Other Equipment	3,300	11,000	-	-	2,385	16,685
Sweeper	-	-	15,000	-	-	15,000
Total Equipment Fund	**3,300**	**34,000**	**15,000**	**30,000**	**2,385**	**84,685**
Public Services						
Truck	-	-	35,000	-	-	35,000
SUV	-	-	27,000	-	-	27,000
Heavy Equipment	-	-	-	150,000	150,000	300,000
Total Public Services	**-**	**-**	**62,000**	**150,000**	**150,000**	**362,000**
Grand Total	**746,300**	**1,385,200**	**1,289,500**	**1,056,000**	**1,349,785**	**5,826,785**

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	Prev	2017	2018	2019	2020	2021
General Government							
CR - Customize or replace Occupational Licenses study	General				25,000		
ECC - Adobe Acrobat Pro DC 2015	General		350				
ECC - SAP Crystal Reports 2013	General		395				
ED - 1 laptop for new position	General		2,250				
ED - Adobe inDesign	General		235				
EM - Asset Management - Radio Equipment	General						
EM - Laptop Radio Communications Manager	General						
FD - CAMA Software	General			350,000			
FR IncidentSmart (5 users)	General		80				
FR Target Solutions Fire Training	General		9,400				
IT - consulting for web development	General		50,000				
IT - consulting for web monitoring and maintenance	General		20,000				
IT - GIS interface to SunGard	General				75,000		
IT - Hardware Replacement	General	569,999	134,000	150,000	150,000	150,000	150,000
IT - IT Strategic Plan Update	General						
IT - New Personal Property System	General			450,000			
IT - PCI Compliance requirements (hardware/software)	General	25,000	50,000				

Five-Year Information Technology Plan

Project Description	Funding Source	Prev	2017	2018	2019	2020	2021
General Government							
IT - Ransomware security updates	General		50,000				
IT - Server 2012 upgrade	General			75,000			
IT - VDI Implementation	General	0	0	60,000			
IT - Virtual infrastructure update	General			150,000			
IT - Workflow software	General		0	30,000			
PD - Adobe Acrobat XI Pro (Full 3, Upgrade 1)	General		1,490				
PD - e-ticketing system (not general fund)	State		0				
PL - New Wireless Tablet for Planning Commissioners	General				6,500		
PL - Planning Large format scanner/plotter	General		0	5,000			
PS - 1 PC for new position (engineer)	General		2,000				
RD - Hardware replacements	General		3,500				
RD - Park Maintenance Fiber Optic Installation	General		14,000				
SH - 2 additional PC's for deputies	General						
TR - Petztrack	General			2,900	2,900	2,900	2,900
ZI – Computer for proposed position	General		1,500				
ZI - Field tablet for Assistant Zoning Administrator	General		750				
ZI- Staff field tablets for inspections staff	General		2,250				

Five-Year Information Technology Plan

Project Description	Funding Source	Prev	2017	2018	2019	2020	2021
Parking							
PA – Pay by Cell	Parking					25,000	
PA - Stairwell Cameras for Braddock	Parking			5,000			
PA - Stairwell Cameras for Loudoun	Parking			5,000			
Grand Total		**594,999**	**342,200**	**1,282,900**	**259,400**	**177,900**	**152,900**

City of Winchester
FY 2017 Local Choice Medical Insurance Rates
Including Delta Dental & Blue View Vision Coverage

LC Key Advantage 500				
Calendar Year Deductible		$500 per member $1,000 per family		
Out-of-pocket maximum		$4,000 per member $8,000 per family		
	Monthly Expected Rates	**Employer Contribution**		**Employee Contribution**
Employee Only	475.00	452.00		23.00
Employee Plus 1	879.00	735.68		143.32
Employee/Family	1,283.00	854.00		429.00
	Bi-Weekly Expected Rates	**Employer Contribution**		**Employee Contribution**
Employee Only	219.23	208.62		10.62
Employee Plus 1	405.69	339.54		66.15
Employee/Family	592.15	394.15		198.00

LC Key Advantage 1000					
Calendar Year Deductible		$1,000 per member $2,000 per family			
Out-of-pocket maximum		$5,000 per member $10,000 per family			
	Monthly Expected Rates	**Employer Contribution**	**%**	**Employee Contribution**	**%**
Employee Only	452.00	452.00	100%	-	0%
Employee Plus 1	836.00	735.68	88%	100.32	12%
Employee/Family	1,220.00	854.00	70%	366.00	30%
	Bi-Weekly Expected Rates	**Employer Contribution**	**%**	**Employee Contribution**	**%**
Employee Only	208.62	208.62	100%	-	0%
Employee Plus 1	385.85	339.55	88%	46.30	12%
Employee/Family	563.08	394.16	70%	168.92	30%

City of Winchester
FY 2017 Dental Insurance Rates
Guardian Supplemental Dental

Annual Deductible		$25/$75	
Annual Benefit maximum		$1,200 per member	
	Monthly Expected Rates	**Employer Contribution**	**Employee Contribution**
Employee Only	34.29	-	34.29
Employee/Spouse	69.71	-	69.71
Employee/Children	90.23	-	90.23
Employee/Family	125.67	-	125.67
	Bi-Weekly Expected Rates	**Employer Contribution**	**Employee Contribution**
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, 2016**

ISSUE	PURPOSE	AMOUNT ISSUED	ISSUE DATE	MATURITY DATE	BALANCE CITY/SCH	BALANCE UTILITIES
General Obligation Debt						
Public Improvement Bond Series 1999A	Finance public safety facility, library renovations, and water projects	10,000,000	6/16/1999	6/3/2019	1,080,419	1,080,419
Public Improvement Bond Series 2006	Finance Schools and Public Utility Projects	23,660,000	12/21/2006	12/1/2026	920,725	209,275
Public Improvement Bond Series 2007	Finance Schools Projects and Active Living center project	7,200,000	9/12/2007	9/1/2027	670,000	
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	26,243,931	4,301,069
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	21,688,635	5,881,365
Public Improvement Bond Series 2013	Finance General fund projects and schools capital projects	24,265,000	10/30/2013	9/1/2033	23,225,000	
Public Improvement Bond Series 2014	Finance General fund projects and schools capital projects	14,685,000	10/30/2014	9/1/2037	10,218,865	3,091,135
Public Improvement Bond Series 2015	Finance General fund projects and schools capital projects	7,075,000	10/28/2015	5/1/2035	7,075,000	
HUD 108 Loan	Community Development projects	1,000,000	8/1/2013	8/1/2022	200,000	
Revenue Debt						
Revenue bonds-VRA Series 2008	Utilities Capital Projects	12,100,000	11/21/2008	10/1/2028		1,670,000
Revenue bonds- VRA Series 2009A	Utilities Capital Projects	11,820,000	6/1/2009	10/1/2029		2,060,000

Summary of Outstanding Debt **As of June 30, 2016**

ISSUE	PURPOSE	AMOUNT ISSUED	ISSUE DATE	MATURITY DATE	BALANCE CITY/SCH	BALANCE UTILITIES
Revenue Debt - continued						
Revenue bonds- VRA Series 2009B	Utilities Capital Projects	12,295,000	11/1/2009	10/2/2029		9,915,000
Revenue bonds- VRA Series 2010C	Utilities Capital Projects	12,165,000	11/1/2010	10/1/2031		10,370,000
Revenue bonds- VRA Series 2011A	Utilities Capital Projects	1,500,000	10/25/2011	9/1/2042		1,400,752
Revenue bonds- VRA Series 2011B	Utilities Capital Projects	19,470,000	10/16/2011	10/1/2032		17,575,000
Revenue bonds- VRA Series 2015A	Utilities Capital Projects	14,810,000	4/28/2015	4/1/2030		14,735,000
FWSA Opequon Water Facility Obligations	Obligations Payable- FWSA	55,954,557	4/1/2004	10/1/2043		37,905,545
Total - All Outstanding Bonds		**288,339,557**			**91,322,575**	**110,194,560**

Legal Debt Margin Information

Last Five Fiscal Years

	2011	2012	2013	2014	2015
Debt Limit	278,558,244	281,568,882	282,603,133	283,454,957	298,175,246
Total Net Debt Applicable to Limit	113,889,041	106,907,645	107,467,343	114,224,636	106,210,407
Legal Debt Margin	164,669,203	174,661,237	175,135,790	169,230,321	191,964,839
Total Net Debt Applicable to Limit as a % of Debt Limit	40.89%	37.97%	38.03%	40.30%	35.62%

Governmental Activities Principal and Interest Schedule

	General Fund			Winchester Public Schools			
Year Ending June 30	Principal	Interest	Total General Fund Debt Service	Principal	Interest	Total WPS Debt Service	Total Governmental Activities Debt Service
2017	1,861,883	789,285	2,651,168	4,923,848	3,067,052	7,990,900	10,642,068
2018	1,945,234	715,885	2,661,119	5,075,335	2,855,426	7,930,761	10,591,880
2019	1,894,482	637,753	2,532,235	5,194,420	2,612,565	7,806,985	10,339,220
2020	1,665,076	552,383	2,217,459	5,746,526	2,334,783	8,081,309	10,298,768
2021	1,507,773	491,462	1,999,235	5,955,897	2,082,915	8,038,812	10,038,047
2022	1,565,073	434,049	1,999,122	6,181,569	1,840,976	8,022,545	10,021,667
2023	1,148,435	380,738	1,529,173	6,544,699	1,580,143	8,124,842	9,654,015
2024	1,189,752	335,617	1,525,369	6,358,448	1,302,886	7,661,334	9,186,703
2025	1,153,278	290,167	1,443,445	6,125,702	1,005,494	7,131,196	8,574,641
2026	1,197,653	244,471	1,442,124	5,121,817	736,860	5,858,677	7,300,801
2027	748,021	208,274	956,295	2,847,654	546,787	3,394,441	4,350,736
2028	774,536	182,492	957,028	1,570,464	443,868	2,014,332	2,971,360
2029	682,417	157,209	839,626	1,202,583	377,521	1,580,104	2,419,730
2030	707,143	133,079	840,222	1,257,857	316,438	1,574,295	2,414,517
2031	733,021	107,983	841,004	1,316,978	252,634	1,569,612	2,410,616
2032	758,902	81,902	840,804	1,376,099	186,026	1,562,125	2,402,929
2033	787,912	55,881	843,793	1,432,088	120,119	1,552,207	2,396,000
2034	814,944	28,768	843,712	1,495,056	51,302	1,546,358	2,390,070
2035	394,287	9,660	403,947	65,713	9,660	75,373	479,320
	21,529,822	**5,837,058**	**27,366,880**	**69,792,753**	**21,723,455**	**91,516,208**	**118,883,088**

Business-Type Activities Principal and Interest Schedule

Year Ending June 30	Utilities Fund Principal	Utilities Fund Interest	Total Utilities Debt Service	Winchester Parking Authority Principal	Winchester Parking Authority Interest	Total WPA Debt Service	Total Business-Type Activities
2017	5,437,068	3,905,488	9,342,556	200,000	379,500	579,500	9,922,056
2018	6,031,823	4,705,329	10,737,152	210,000	369,250	579,250	11,316,402
2019	6,463,234	4,433,674	10,896,908	220,000	358,500	578,500	11,475,408
2020	6,488,762	4,140,537	10,629,299	230,000	347,250	577,250	11,206,549
2021	6,043,334	3,862,191	9,905,525	245,000	335,375	580,375	10,485,900
2022	6,308,115	3,579,472	9,887,587	255,000	322,875	577,875	10,465,462
2023	6,032,727	3,289,238	9,321,965	270,000	309,750	579,750	9,901,715
2024	6,203,105	2,995,523	9,198,628	280,000	296,000	576,000	9,774,628
2025	6,389,345	2,685,222	9,074,567	295,000	281,625	576,625	9,651,192
2026	6,574,551	2,359,170	8,933,721	310,000	266,500	576,500	9,510,221
2027	6,403,846	2,028,279	8,432,125	325,000	250,625	575,625	9,007,750
2028	6,368,727	1,721,672	8,090,399	340,000	234,000	574,000	8,664,399
2029	6,636,661	1,416,737	8,053,398	360,000	216,500	576,500	8,629,898
2030	5,961,254	1,120,436	7,081,690	375,000	198,125	573,125	7,654,815
2031	4,362,804	890,468	5,253,272	395,000	178,875	573,875	5,827,147
2032	3,105,114	726,300	3,831,414	415,000	158,625	573,625	4,405,039
2033	3,241,218	591,854	3,833,072	435,000	137,375	572,375	4,405,447
2034	1,818,068	486,834	2,304,902	460,000	115,000	575,000	2,879,902
2035	1,891,081	414,818	2,305,899	480,000	91,500	571,500	2,877,399
2036	1,969,145	337,077	2,306,222	505,000	66,875	571,875	2,878,097
2037	2,049,070	256,285	2,305,355	530,000	41,000	571,000	2,876,355
2038	2,136,551	165,214	2,301,765	555,000	13,875	568,875	2,870,640
2039	2,024,991	56,257	2,081,248				2,081,248
2040	69,882	7,099	76,981				76,981
2041	71,994	4,987	76,981				76,981
2042	74,170	2,810	76,980				76,980
2043	37,920	569	38,489				38,489
	110,194,560	**46,183,540**	**156,378,100**	**7,690,000**	**4,969,000**	**12,659,000**	**169,037,100**

CITY OF WINCHESTER
DEBT OBLIGATION POLICY

Adopted December 9, 2003

I. BACKGROUND AND PURPOSE

This debt policy is designed to provide guidance to the City of Winchester and its operating units in the issuance of debt and similar obligations. For the purposes of this Policy, any Capital Lease obligation whereas not legally considered debt of the City, shall be treated as such. This Policy shall apply to all operating units of the City receiving General Fund support for repayment of debt used to finance Capital Projects. This Policy is designed to be used with other Financial Policies of the City as they exist from time to time.

This Policy will address various types of debt that may be issued by or on behalf of the City, the level of these obligations, the corresponding annual debt service costs of these obligations and the approval requirements for the issuance of such obligations.

The purpose of this Policy is to ensure the issuance and repayment of all debt obligations are properly planned, approved and executed to ensure the efficient and effective financial operations of the City.

II. PLANNING, PERFORMANCE, AND MONITORING

A. The planning, issuance, and review of outstanding and proposed debt obligations will ensure that compliance with this Policy is maintained.

B. The City may issue debt obligations for the purpose of acquiring, improving, renovating, or constructing Capital Projects including buildings, machinery, equipment, furniture, and fixtures or other similar longer life assets (i.e., water or sewer capacity, etc.).

C. Whenever feasible, similar debt obligations will be issued at one time to minimize issuance costs.

D. The City will annually prepare and adopt a multi-year Capital Improvements Program to identify and establish an orderly plan to meet the City's infrastructure needs with all debt-related projects and the corresponding debt service impact upon the General Funds of the City identified. The City shall discourage any additions to the Program during the course of the year.

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.

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.

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 that are authorized by the Constitution of Virginia to head City departments, the Treasurer, Commissioner of Revenue, City Sheriff, Commonwealth Attorney and the Clerk of the Circuit Court for the City.

Contingency – A budgetary reserve set aside for emergencies or unforeseen expenditures for which no other budget exists.

Contractual Services – Services rendered to a government by private firms, individuals, or other governmental agencies on a fee basis or fixed time contract basis. Examples include payments for engineering services, legal services, printing, and advertising.

CSA – Comprehensive Services Act.

Debt – Any obligations of the City for the payment of money issued pursuant to the Public Finance Act of Virginia.

Debt Limit – The maximum amounts of gross or net debt which is legally permitted.

Debt Per Capita – Total outstanding debt divided by the population of the City.

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.

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.

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.