



ADOPTED BUDGET



FY2018

July 1, 2017 - June 30, 2018

**CITY OF WINCHESTER, VIRGINIA
ADOPTED BUDGET**

Fiscal Year
July 1, 2017 through June 30, 2018



BUDGET OFFICIALS

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



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

2017 Council Officers

Mayor: John David Smith, Jr.
Vice-Mayor: Les Veach
President: John Willingham
Vice-President: Bill Wiley



John David Smith, Jr.
Elected Mayor 2016



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

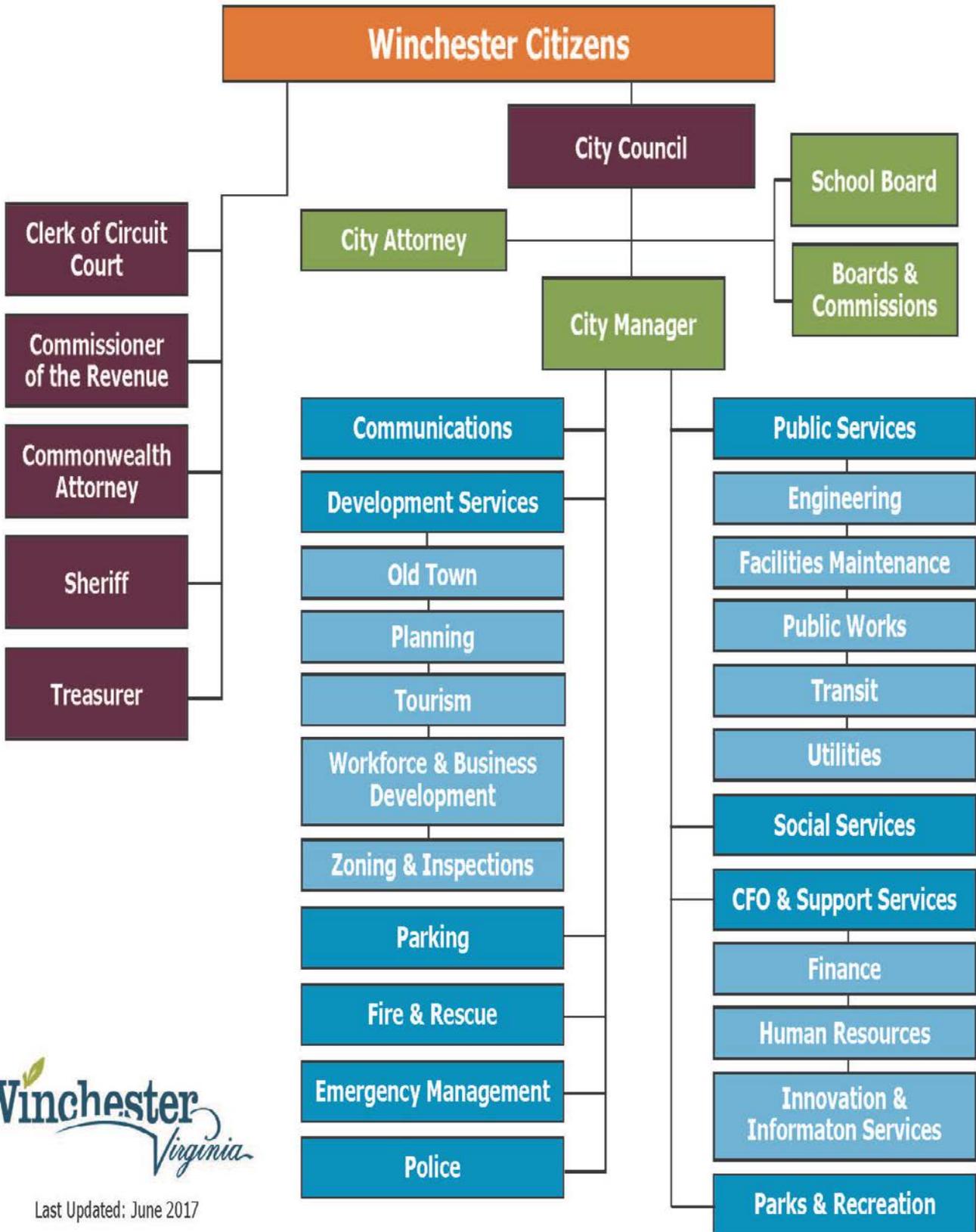
**City of Winchester
Virginia**

For the Fiscal Year Beginning

July 1, 2016

Executive Director

City of Winchester Organizational Chart



Last Updated: June 2017

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 by increasing cultural, recreational and tourism opportunities; enhance and maintain infrastructure; and promote and improve public safety

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

FY 2018 ADOPTED BUDGET

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City Manager's Message

Dear Honorable Members of Council,

I am pleased to present to you and the citizens and businesses of the City of Winchester the FY 2018 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 2018 Budget. For budget planning purposes, the FY 2018 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 sites and other areas throughout the city
- III. Advance the quality of life for all Winchester residents by increasing cultural, recreational and tourism opportunities; enhance and maintain infrastructure; and promote and improve public safety
- IV. Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation

The strategic plan is the product of 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 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
- 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 overall enrichment and personal growth opportunities within an active community
- Develop and maintain Winchester's infrastructure
- Promote community safety through risk reduction
- Promote innovative strategies within the city and community
- Implement cost saving/efficient plans and procedures to enhance delivery of City services
- Increase government transparency and communication capabilities

City Manager's Message

Disciplined Fiscal Policies:

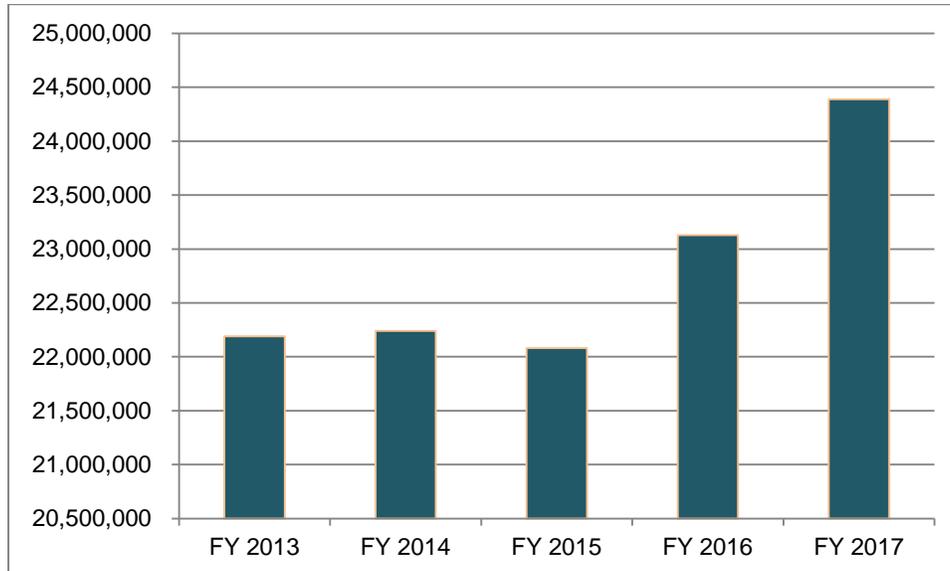
In addition, this budget has been developed with an emphasis placed on adherence to the three principals of sound financial planning:

- Fund Balance Policy
- Debt Policy
- Investment Policy

City staff is mindful of Council's adopted policies and has 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 \$24.3 million at the end of FY 2017, or approximately 28% of general fund expenditures) 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 2013 – FY 2017*



*FY 2017 Projected Fund Balance.

City Manager's Message

Revenues:

The FY 2018 Budget has been developed without any tax rate increases. We have conservatively estimated revenues and continue to budget expenditures as cautiously as possible. While the real estate tax rate is the same as the prior fiscal year at \$.91/\$100 of assessed value, due to the completion of the City's biennial real estate reassessment and associated increase in property values, the FY 2018 budget includes a modest increase in local revenues of \$2,769,900 or 3.7%. 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 2018 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 July 1, 2017
- 3.1% (\$900,000) School Funding Increase
- \$1,000,000 for a new Fire Apparatus, the first purchase of its kind by the City

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 2018 budget includes twelve new positions, funding for one unfunded position, and eliminates two positions, for a net increase of ten positions as follows:

- New – Projects Coordinator – Communications Department
- Eliminated – PIO/Crime Prevention Specialist – Police
- Funded – ECC Specialist I – Emergency Communications Center
- New – Firefighter/EMT I – Emergency Medical Services Fund
- New – Family Services Specialists (2) – Social Services Fund
- Eliminated – Assistant Public Services Director* – Utilities
- New – Customer Service Division Manager* – Utilities
- New – Office Assistant – Public Services
- New – Water Treatment Plant Operator – Public Services

City Manager's Message

Staffing - continued:

- New – Waste Water Treatment Plant Operator (2) – Public Services
- New – Computer/SCADA System Coordinator – Public Services
- New – Automotive Mechanics (2) – Equipment Fund

*Effective November 1, 2017

Equipment replacement:

City Council recognizes the importance of providing employees with the tools they need to do their jobs. Therefore, the City implemented a Five-Year Equipment Replacement Plan in FY 2013 to address the growing need to replace worn and aging equipment. The plan is reviewed each fiscal year and serves as a dedicated funding source for future equipment funding. The General Fund allocation for equipment replacement increased by \$94,500 over the FY 2017 allocation. The FY 2018 budget continues that plan and includes funding for the replacement of the following equipment:

Department	Equipment	Amount
Sheriff	Vehicle	\$ 31,000
Police	Vehicles (7)	250,000
Fire & Rescue	Pickup Truck (2)	90,000
Fire & Rescue	Emergency Generator	45,000
Refuse	Refuse Truck	200,000
Highway Maintenance	Dump Truck	120,000
Highway Maintenance	Leaf Vacs (2)	64,000
Social Services	Sedan	25,000
Transit	Paratransit Van	145,000
Transit	Transit Bus	170,000
Public Services	Pickup Truck (2)	60,000
Public Services	SUV (2)	60,000
Public Services	Truck with Dump Bed	65,000
FWSA	Dump Truck	100,000
FWSA	Pickup Truck (2)	72,000
Equipment Fund	Utility Truck	45,000
Total Equipment		\$ 1,542,000

City Manager's Message

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 2017 of \$24.3 million. This healthy reserve will allow the City to complete the following adopted projects during FY 2018 by using fund balance:

Project	Amount
Pedestrian Mall/Town Run Green Circle Security Cameras	\$ 125,000
Entryway Welcome Signs	150,000
Green Circle	200,000
N. Cameron Street Drainage Improvements	250,000
Wentworth Sidewalks	385,000
Boscawen/Loudoun Street Intersection Improvements	100,000
Hope Drive Improvements	25,000
Fire & Rescue Ladder Truck	1,000,000
Outdoor Pool Resurfacing	150,000
Playground Equipment	30,000
Parks Watermain Extension	150,000
Total CIP Projects funded by Fund Balance	\$ 2,540,000

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 | \$ 497,000 |
| • Personnel requests | 589,775 |
| • Information Technology requests | <u>2,033,644</u> |

Total Unfunded Requests **\$ 3,120,419 or 3.5% 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 as well as increases in unfunded mandates:

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

City Manager's Message

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
Lease for Commonwealth Attorney and J&DR Court Services	\$ 262,000
Deputy Sheriffs (3) for Courtroom Security	103,280
SPCA	150,000
Custodians (1.5) for Joint Judicial Center Renovations	48,200
Storm Water Engineer, Consulting and Mapping System Survey	156,000
Joint Judicial Center Debt Service for Courtroom Additions	240,000
State Responsible Inmates	1,068,671
Winchester-Frederick Metropolitan Planning Organization	27,500
Comprehensive Plan Update	15,000
General Relief (Indigent Burial)	20,000
Total FY 2018 Unfunded Mandates	\$ 2,090,651

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 2018 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,



Edén E. Freeman
City Manager

Budget Overview

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

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

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.

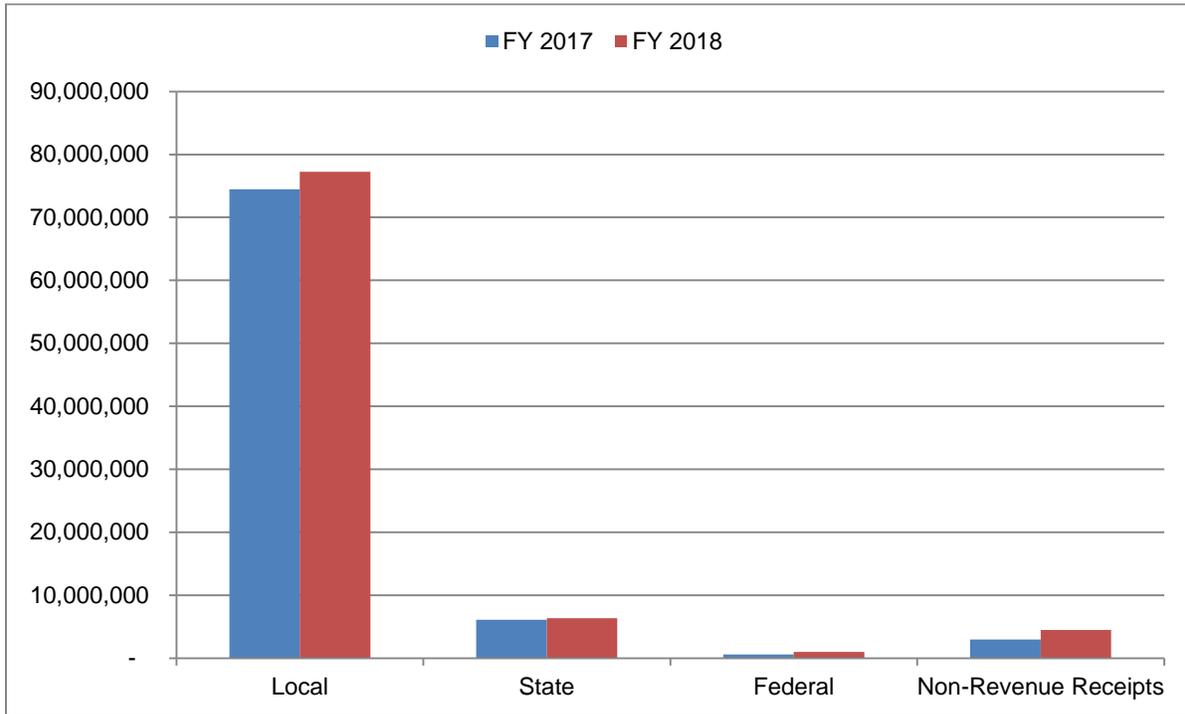
Revenue

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.

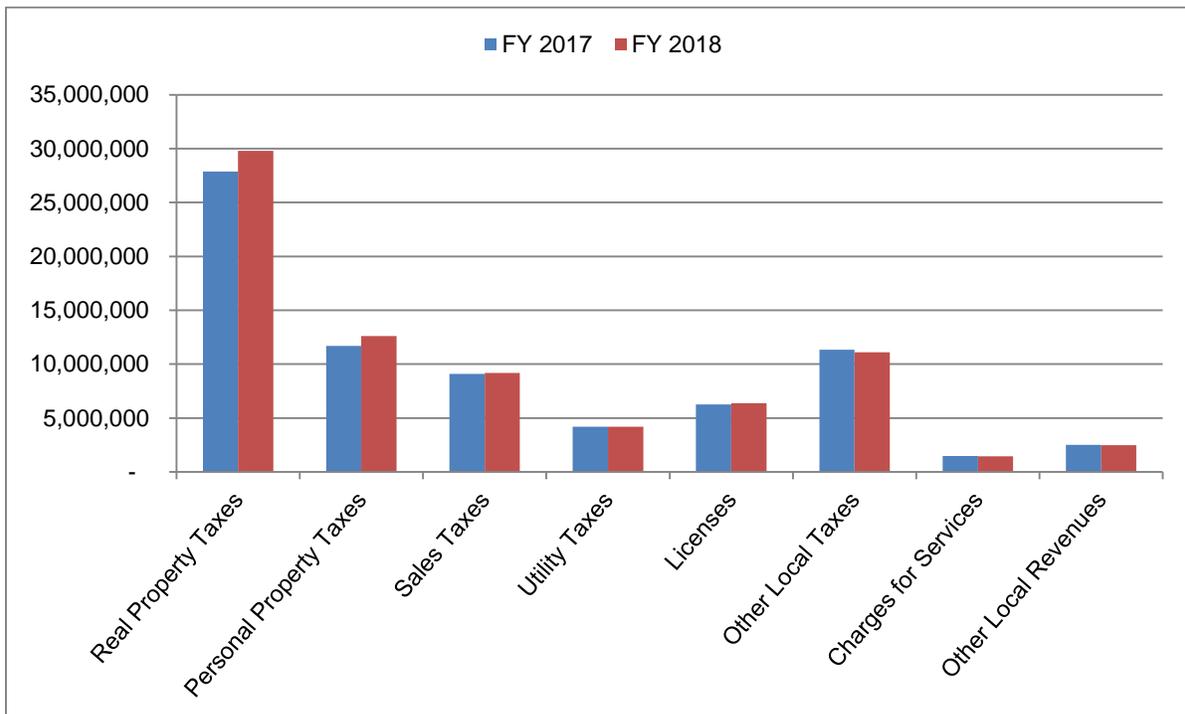
General Fund Revenues:

General Fund estimated revenues total \$89,100,000, an increase of \$4,900,000 from the FY 2017 adopted budget. The following chart illustrates General Fund revenue increase for the City of Winchester. Revenues are divided into four categories: (1) Local, (2) State, (3) Federal, and (4) Non-Revenue Receipts. More detailed trend information for these four categories is presented in the following pages.

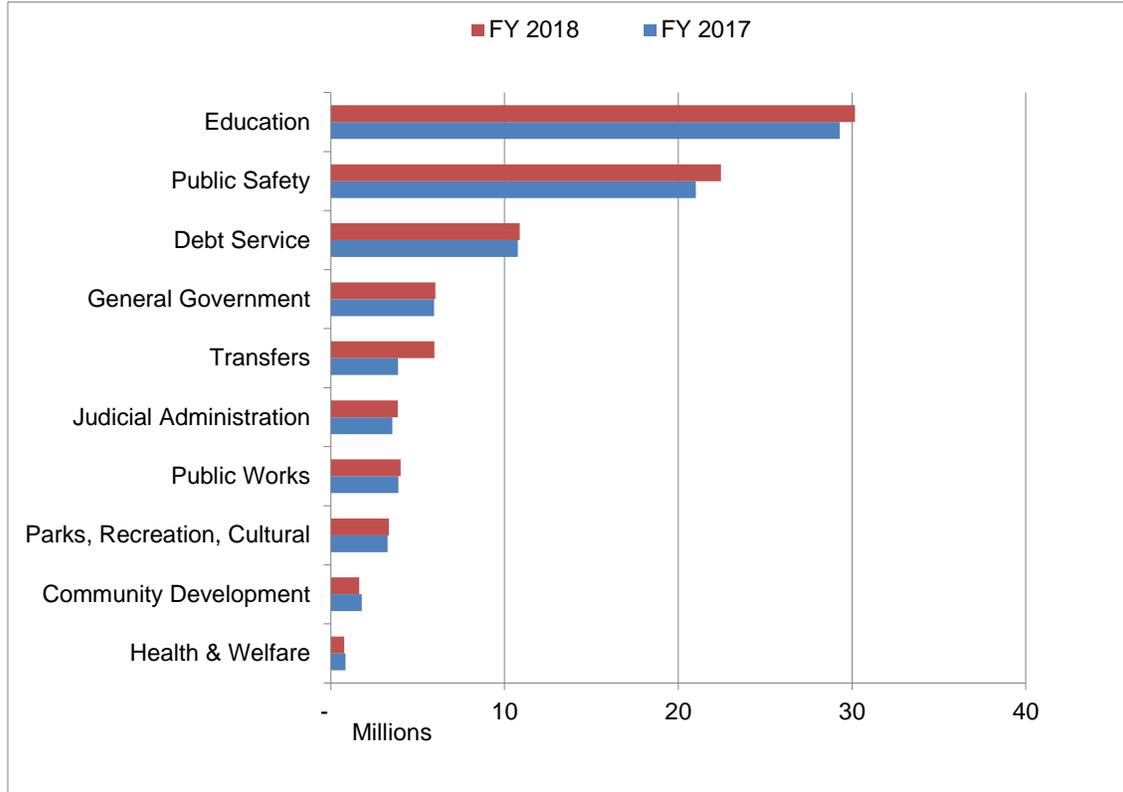
General Fund Revenues by Source FY18 vs. FY17



General Fund Local Revenues by Source FY18 vs. FY17



General Fund Use of Funds FY 2018 vs. FY 2017



Major Local Revenue – Descriptions and Trend Data

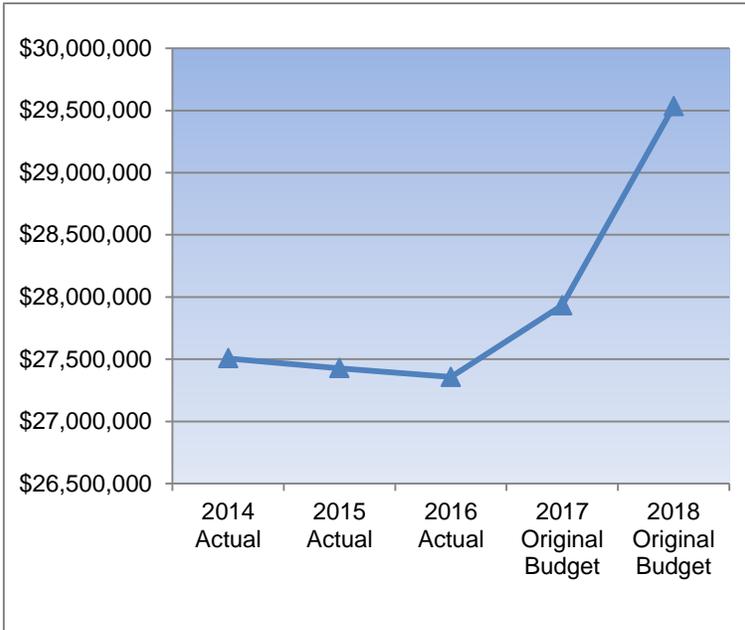
An analysis of changes in the major categories of revenue is as follows:

A. Local Taxes

Local taxes are the largest category of revenues for the City. Local taxes comprise 82.2% of all FY 2018 General Fund revenues. The local tax category is expected to increase approximately 3.7% or \$2,787,000 compared to the adopted FY 2017 budget. Economic improvements have positively impacted most areas in this category, most notable in the sales tax category. Increases and decreases in major revenues or categories of revenue are noted below:

Budget Overview

1. Real Property Tax – \$1,900,000

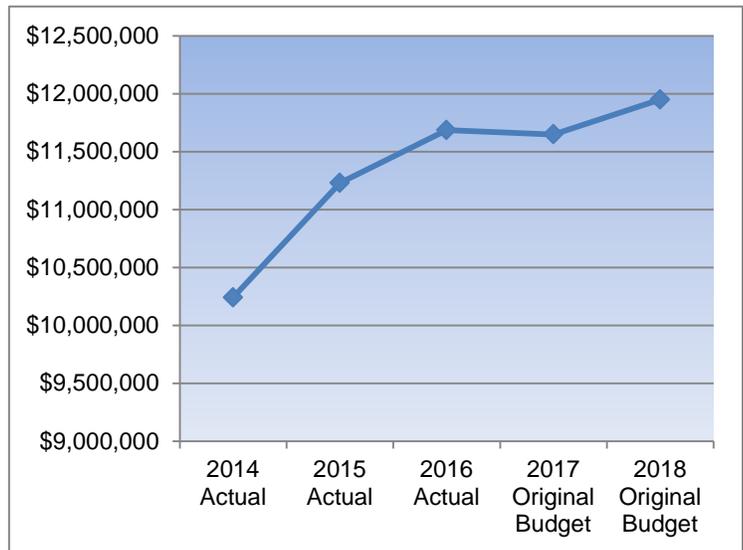


The real estate tax is the single largest source of revenues for the City of Winchester. Real property taxes are expected to increase 6.8% over the FY 2017 adopted revenue budget. Assessments to establish property values occur on a bi-annual calendar year basis. Assessments on new construction are completed throughout the year. The City's latest complete assessment was effective January 1, 2017. Overall real property assessment values in the City increased by 5.2%. For FY 2018, the rate at which taxes on

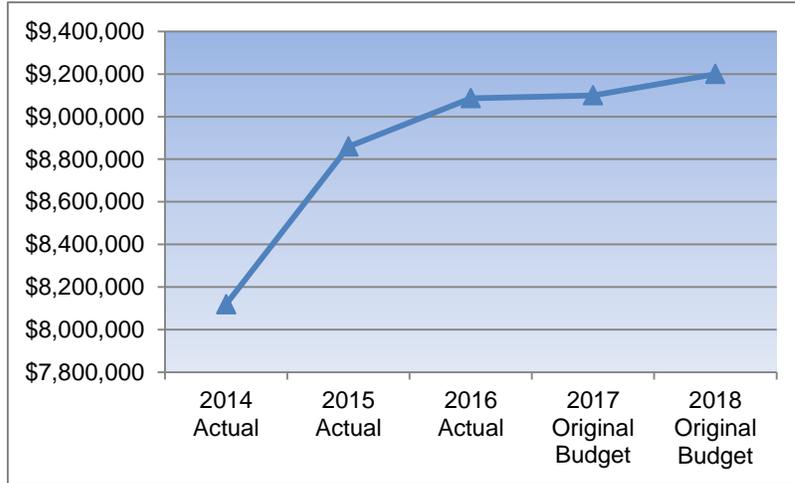
real property are assessed is \$0.91 per \$100 of assessed value which is the same as FY 2017, leading to the increase in real property taxes.

2. Personal Property Tax – \$920,500

Personal Property taxes are expected to increase 7.6% over the FY 2017 adopted revenue budget. Personal Property taxes are levied on all tangible property owned within the City's limits, including registered vehicles and business furniture and equipment. Mobile Homes are also included in this category for taxation purposes. Rates for business furniture and equipment remain unchanged from last year at \$4.50/\$100 assessed valuation. Rates for all other personal property including vehicles increased effective July 1, 2017 to \$4.80/\$100 assessed valuation, this new revenue neutral rate eliminates the annual license fee ranging from \$10 to \$36 per year and incorporates into the new rate. \$615,000 of the increase in this category reflects the addition of the annual license fee which in prior years was reported in the "Other Local Tax" category.



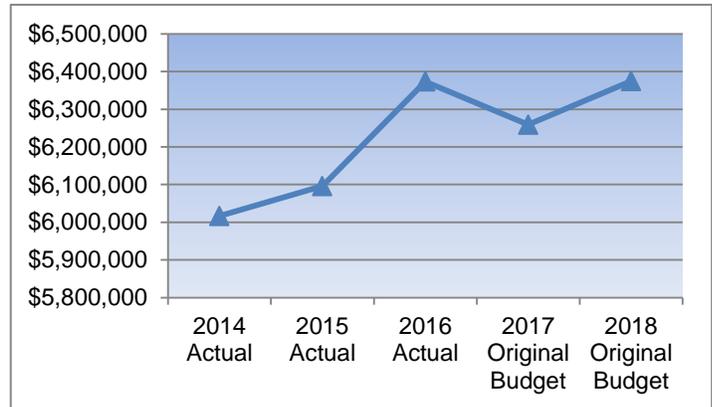
3. Sales Tax – \$100,000



Sales tax is expected to increase 1.1% over the FY 2017 adopted revenue budget. Sales Taxes are revenues received by the City from the 5.3 cent State sales tax generated within the City. Growth in this revenue has been positive the past few years and will continue to be strong as confidence in the economy improves.

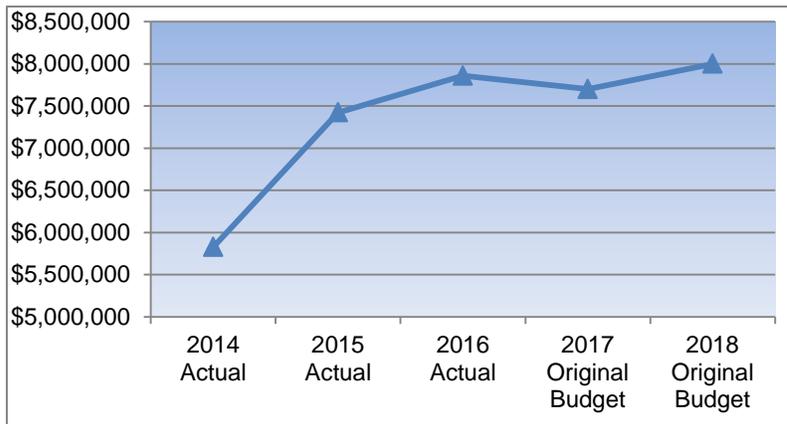
4. Business and Professional License Tax - \$115,500

The business license tax revenue is expected to increase 1.9% over the FY 2017 adopted revenue budget. The business license revenue increase is a good indicator that the local economy is strong and growing.



5. **Cigarette Tax – \$25,000** – Cigarette tax revenue expected to increase 3.9% from the FY 2017 adopted revenue budget. Cigarette tax revenues received by the City are generated from a 35 cent tax per pack of cigarettes sold within the City limits.

6. Meals Tax - \$309,500



Meals tax is a consumer-driven source of revenue and another major revenue source for the City of Winchester. Meals tax revenue is expected to increase 4.0% over the FY 2017 revenue budget.

B. Charges for Services/Miscellaneous

\$(17,100)

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 4.4% of the General Fund revenues. The major charges for services categories are discussed as follows:

1. **Permits, Fees, and Licenses – \$(10,100)** – This category of revenue is comprised mainly of inspection fees and permits related to the construction industry.
2. **Charges for Services – \$(5,000)** – This category of revenue consists of fees for services, such as fire inspection, false alarm, and parks and recreation fees.
3. **Recovered Cost/Miscellaneous – \$(2,000)** – Revenues in this category include interest earned on investments, and recovered costs such as landfill recycling. The decrease in this category is mainly due to the reduction of court fines.

C. Intergovernmental Revenue

\$612,000

This revenue category is primarily comprised of State funds designated for specific programs. There is little local discretionary use of these funds, much of which is paid to the City on a reimbursement basis. This category represents only 8.3% of the total General Fund revenue budget. The FY 2018 revenue estimate is projected to increase 9.1% from the FY 2017 adopted budget. The major categories of intergovernmental revenue are discussed as follows:

1. **Non-Categorical Aid – \$0** – 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.

Budget Overview

- 2. Shared Expenses – \$32,000** – 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 – \$580,000** – This category of revenue consists of State 599 police funds and Federal grants funding. The increase in revenue in this category is due to one-time funding in FY 2018 for an Assistance to Firefighters grant to purchase first responder safety equipment and E911 Wireless Service Board grant.

Special Revenue Fund Revenues

- 1. Social Services Fund** – Estimated revenues for the Human Services Fund total \$7,930,000. Revenues are mainly comprised of state revenues of \$3,043,028, federal revenues of \$2,482,972 and General Fund support of \$2,369,700.
- 2. Highway Maintenance Fund** – Estimated revenues of the Highway Maintenance Fund total \$4,268,000. Revenues are mainly comprised of state revenues of \$3,641,400 and General Fund supplement of \$620,000. The General Fund supplement will fund \$500,000 for paving and \$120,000 for equipment replacement.
- 3. Transit Fund** – Estimated revenues of the Transit Fund total \$1,321,000. Revenues are comprised of \$97,300 charges for services, \$232,400 state revenues, \$716,000 federal revenues, and \$275,300 of General Fund support.
- 4. Emergency Medical Services Fund (EMS)** – Estimated revenues of the EMS Fund total \$1,125,000. 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 \$393,000 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 \$1,242,000 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 \$19,395,000. These revenues consist of funds transferred from the General Fund and proceeds from the sale of general obligation bonds.

Enterprise Fund Revenues

Utilities Fund revenues are estimated to be \$22,780,000. 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 \$1,000,000. 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 \$1,562,000. 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 \$400,000. The revenues are comprised of billings to funds and departments for actuarially determined allocation of OPEB costs.

Budget Hierarchy

The City's FY 2018 Adopted Budget is presented in discrete levels, the broadest of which is represented by the Appropriation Ordinance adopted by City Council. Within the Ordinance, reference is made to the Funds that comprise the overall budget, of which there are three basic types as illustrated in the Operating Funds Structure chart. Including the following:

1. **Governmental Funds** – Account for activities primarily supported by taxes, grants, and similar revenue sources.
 - a. **General Fund** is the main operating fund for the City and accounts for expenditures which are not accounted for in other funds and provides for the regular day-to-day operations. The sources of revenue are varied, but include local tax receipts, charges for services, various fees, Federal and State receipts.
 - b. **Special Revenue Funds** include the Social Services Fund, Highway Maintenance Fund, Transit Fund, Emergency Medical Services Fund, Winchester-Frederick County Convention and Visitors Bureau Fund, and Law Library Fund. The sources of revenue are Local, Federal and State funds which may be used only for a specific purpose.
 - c. **Capital Projects Funds** to account for the financing and construction of capital projects of the government. Financing is provided by local revenue and bond issues.

Budget Overview

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

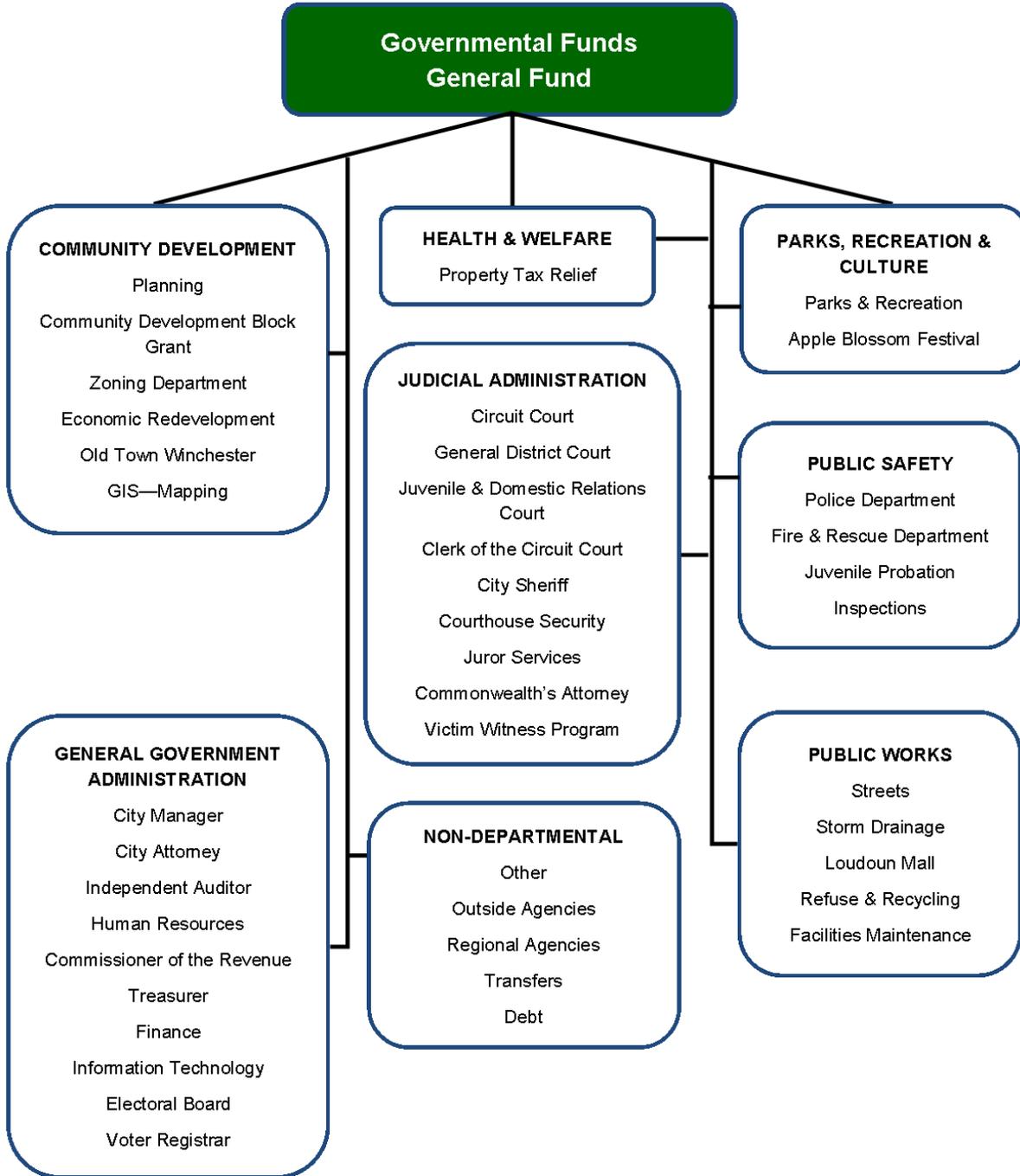
Budget expenditure sections (Departments and Divisions) are organized according to categories prescribed by the Commonwealth of Virginia's Auditor of Public Accounts. Departmental summaries may be found in the Budget Summary section of this document.

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.

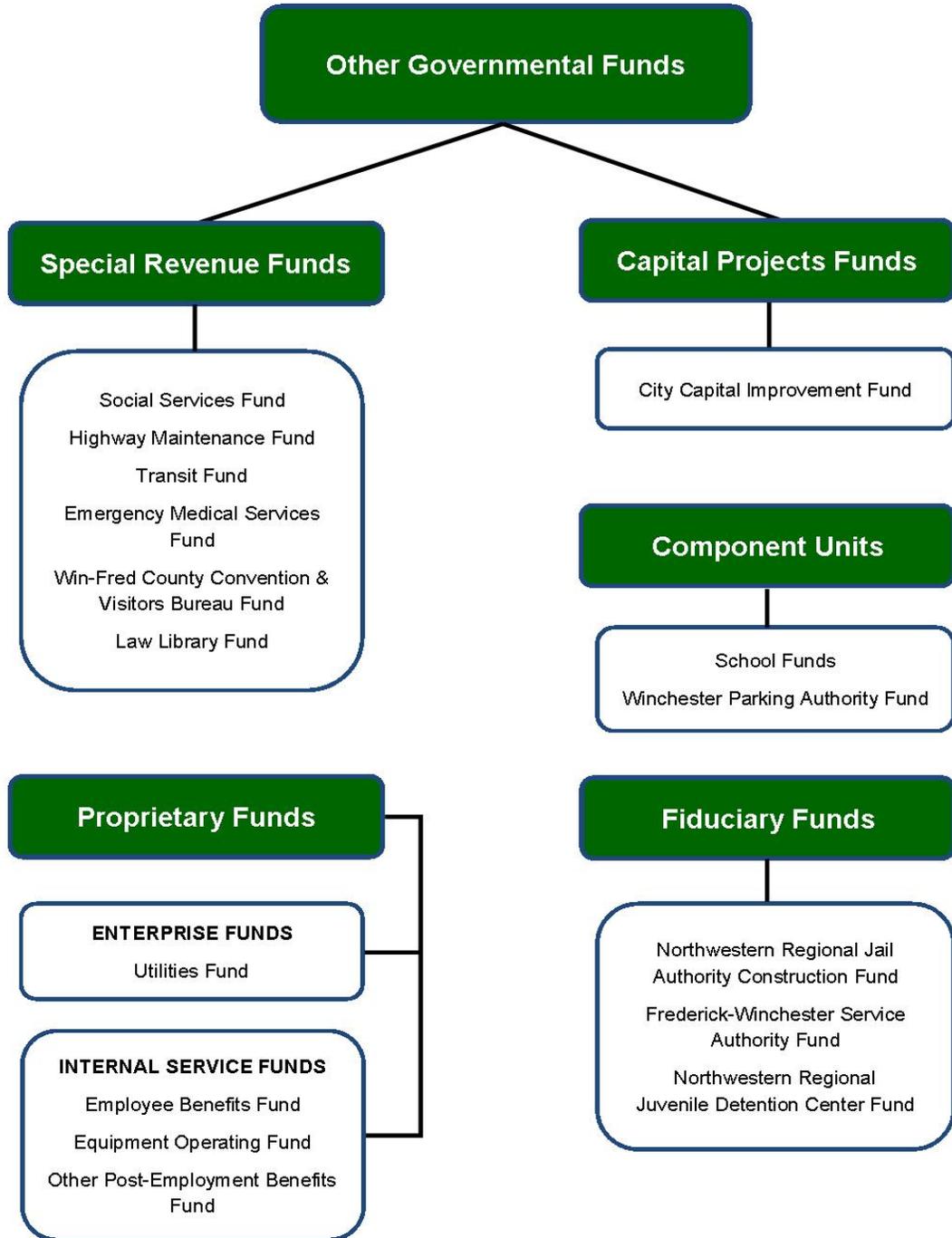
The budgeted expenditures within Division are delineated by Budget Line Items which further break down expenses into specific categories which is necessary to provide the City with the data needed to comply with its many reporting requirements. The City uses a fourteen digit account number format where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



OPERATING FUNDS STRUCTURE



Long Range Financial Planning and Forecasts

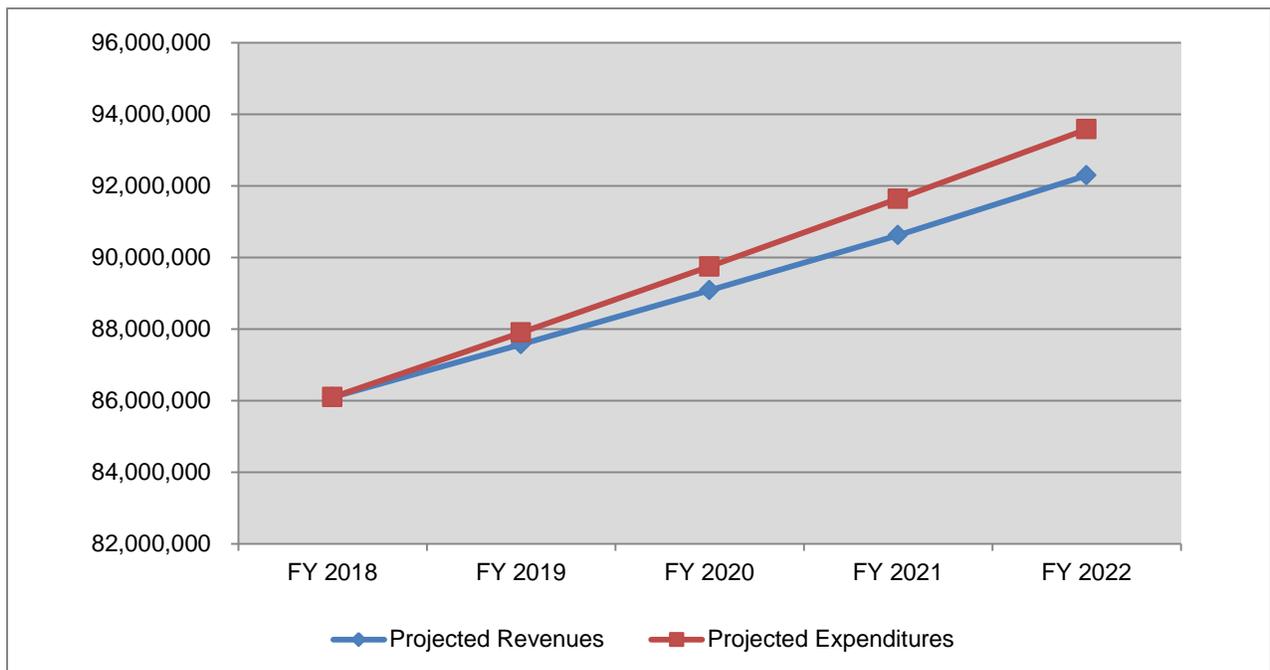
Long Range Planning

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

The City experienced modest Local Tax revenue growth in FY 2017 from Sales, Meals, Business License, and Personal Property taxes. The City expects to see moderate growth (\$1.9 million) in Real Estate Taxes in FY 2017 due to the real estate 5.2% overall increase in real property assessments.

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

Projected Revenues and Expenditures FY 2018 – FY 2022



Budget Overview

Major Revenue Sources	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Real Estate Tax	29,154,000	29,737,080	30,331,822	30,938,458	31,557,227
% change	6.8%	2.0%	2.0%	2.0%	2.0%
Personal Property Tax	12,621,900	12,874,338	13,131,825	13,394,461	13,662,350
% change	7.6%	2.0%	2.0%	2.0%	2.0%
Business License Taxes	6,267,500	6,361,513	6,456,935	6,553,789	6,652,096
% change	1.9%	1.5%	1.5%	1.5%	1.5%
Sales Taxes	9,200,000	9,292,000	9,384,920	9,478,769	9,573,557
% change	1.1%	1.0%	1.0%	1.0%	1.0%
Meals Taxes	8,030,000	8,190,600	8,354,412	8,521,500	8,691,930
% change	4.0%	2.0%	2.0%	2.0%	2.0%
Other Revenues*	20,823,100	21,119,693	21,424,475	21,737,616	22,159,287
% change	-0.3%	1.4%	1.4%	1.5%	1.9%
Total Revenues	86,096,500	87,575,223	89,084,388	90,624,594	92,296,448
% change	4.0%	1.7%	1.7%	1.7%	1.8%

*Excludes one-time fund balance use.

FY 2018 – 2022 Revenue Projections

These five revenue sources comprise approximately 73.3% of the General Fund's operating budget in FY 2018:

Real Estate Tax: The total value of real taxable property, including new construction, increased by 5.2% in FY 2017. The City assesses real property every two years; the latest assessment was effective January 1, 2017. Residential assessments increased by 7.1% and multi-family assessments increased by 12.3%. Growth projections are 2.0% in future years.

Personal Property Tax: In addition to changes in personal property tax assessments, this revenue may also grow as the burden is shifted from the State (frozen Car Tax Relief) to the taxpayer. State car tax relief percentages are adjusted and approved by City Council every year. The 7.6% increase in FY 2018 is due to eliminating the annual vehicle license fee (which is reported in the "Other Local Tax" category) and creating a new revenue neutral rate of \$4.80/\$100 up from \$4.50/\$100 in FY 2017. Growth projections are 2% per year.

Business License Taxes: The business license revenue continues to grow which is a good indicator that the local economy is strong and growing. Growth projections are 1.5% in future years.

Sales Taxes: This revenue has shown consistent growth over the last 5 years and the City anticipates the growth to continue at a modest 1.0% per year.

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

Budget Overview

Major Expenditure Sources

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Local School Contribution	30,089,102	30,690,884	31,304,702	31,930,796	32,569,412
% change	3.1%	2.0%	2.0%	2.0%	2.0%
Employee Salaries & Benefits	25,280,950	25,786,569	26,302,300	26,828,346	27,364,913
% change	2.1%	2.0%	2.0%	2.0%	2.0%
Debt Service	10,864,300	10,972,943	11,082,672	11,193,499	11,305,434
% change	0.9%	1.0%	1.0%	1.0%	1.0%
NWRDC Regional Jail	4,786,263	5,025,576	5,276,855	5,540,698	5,817,733
% change	8.0%	5.0%	5.0%	5.0%	5.0%
Social Services/CSA	2,369,700	2,464,488	2,563,068	2,665,590	2,772,214
% change	6.1%	4.0%	4.0%	4.0%	4.0%
Other Expenditures	12,706,185	12,960,309	13,219,515	13,483,905	13,753,583
% change	11.5%	2.0%	2.0%	2.0%	2.0%
Total Expenditures*	86,096,500	87,900,769	89,749,112	91,642,834	93,583,289
% change	4.0%	2.1%	2.1%	2.1%	2.1%

*Less one-time fund balance usage.

FY 2018 – 2022 Expenditure Projections

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

Employee Salaries and Benefits: This represents the total amount needed to cover employee's salaries and benefits. The future projected growth is 2.0% per year.

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

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

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

Financial Management Policies and Program Goals

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

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

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

Policy Goals

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

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

A. General Budget Policies

1. The City discourages departments from requesting supplemental appropriations from fund balance outside of their budgeted amounts. This helps eliminate a possible negative balance in future years.

Budget Overview

2. Departments have access to their own budgets and have the ability to print their budget on demand at any time of the month.
3. The City Manager receives monthly revenue and expenditure reports for review and has established a revenue team comprised of the Chief Financial Officer and the Director of Financial Services to ensure the City is receiving all revenue and ensures proper classification of revenues.

B. Revenue Policies

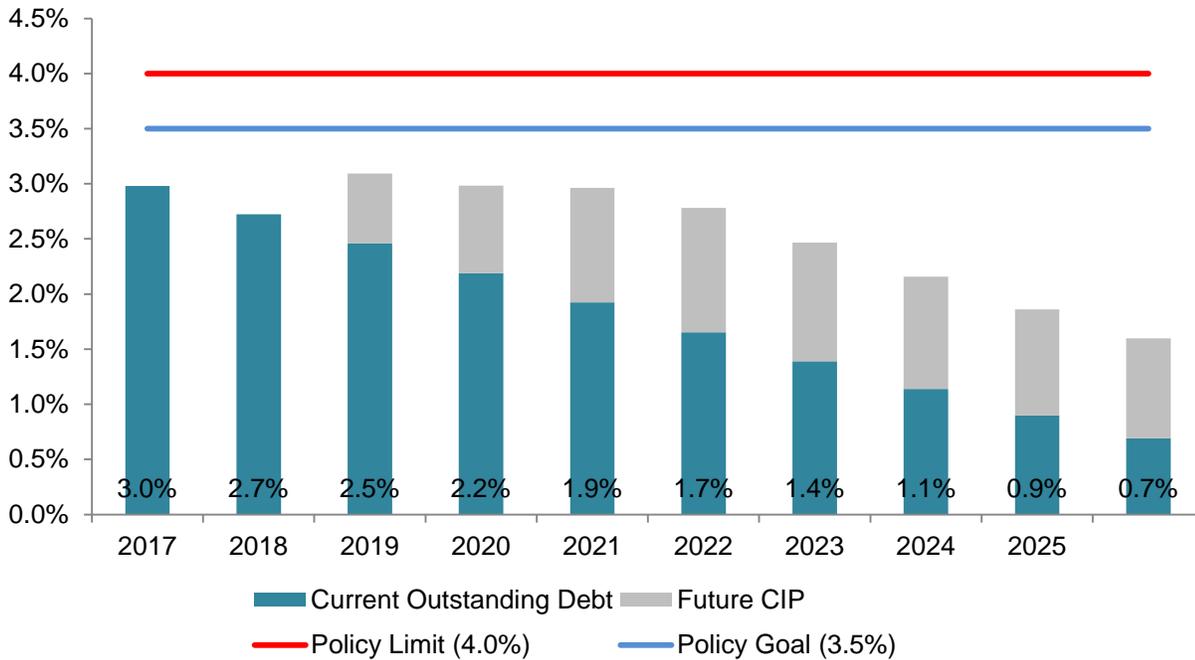
1. The City strives to maintain diversified sources of revenue to guard against potential problems if one source of revenue is lost. This also allows us to distribute taxes among all citizens or businesses.
2. The City appraises property at 100 percent of fair market value. The City outsources the appraisal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

C. Debt Management Policies

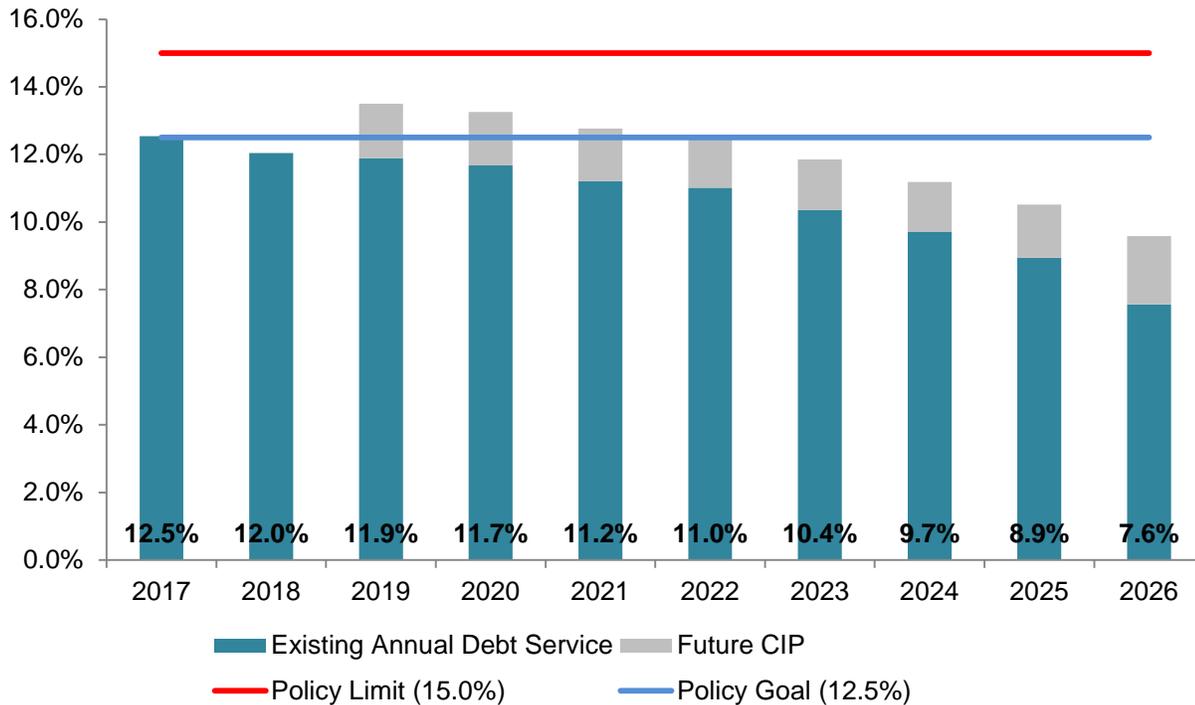
1. The City incorporates all debt service policies into our financial planning model to ensure all payments will be made, and by what funding source.
2. The City will not use long term debt to finance current operations.
3. The City will evaluate all possible ways to incur necessary debt and choose the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

Key Debt Ratios

Debt as a Percentage of Assessed Value



Debt Service as a Percentage of General Fund Expenditures



D. Capital Policies

1. The City develops a five-year Capital Improvement Program which is updated every year.
2. The City will make all capital improvements in accordance with an adopted capital improvement program, excluding emergency situations.
3. The City will identify future costs of the anticipated projects and budget accordingly to reduce budget overages, before approval and will finance Capital projects in the most cost effective way possible.

E. Fund Balance Policy

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

F. Investment Policy

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

Balanced Budget

The City prepares an itemized budget for each fund and each program within the fund. The budget should be balanced with current revenues equal to or greater than current expenditures/expenses using the following strategies: improve revenues; create new service fees or raise existing fees based on the cost of services; reduce or eliminate programs; use fund balances, if available; increase property taxes; or reduce or eliminate services. In any fund in which expenditures/expenses shall exceed revenues, operating reserves shall be used meet the shortfalls. The FY 2018 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 2018

OPERATING BUDGET	
<i>Date</i>	<i>Activity</i>
November 2, 2016 2:30 P.M. Exhibit Hall	Budget kickoff meeting and distribution of instructions and forms (Finance)
November 2-3, 2016	Sungard budget entry training for departments as needed (Finance)
October 31, 2016	Distribute contribution request packages to agencies (Finance)
December 30, 2016	Submit personnel budget worksheets to Finance (Departments)
December 30, 2016	Deadline for agencies to submit contribution requests (Finance)
December 30, 2016	Complete operating budget entry (all operating departments/divisions)
December 30, 2016	Submit Five-Year Equipment Replacement forms to Finance (all operating departments/divisions)
December 30, 2016	Submit ITP forms to Information Technology (all operating departments/divisions)
January 2017	Complete revenue projection entry (depts/divisions with fund responsibility)
January 2017	Finance reviews department budgets with Department Directors
February 2017	Finance submits budget to City Manager
February 2017	City Manager reviews budgets with Department Directors
March 2017	Submit Department Goals/Performance Measures to Finance (all operating departments/divisions)
April 2017	City Manager submits proposed budget to City Council
May 2017	Final budget revisions from City Council
May 2017	Advertisement submitted to newspaper for final budget hearing (Finance)
May 2017	Council adopts budget and CIP
July 2017	Budget & CIP printed & distributed (Finance)
CAPITAL IMPROVEMENT PROGRAM	
December 30, 2016	Submit Five-Year Capital Improvement Program (CIP) forms to Finance (Departments)
January 2017	CIP Committee reviews CIP
February 2017	City Manager reviews CIP
April 2017	City Manager submits CIP to City Council
April 2017	Planning Director presents CIP to Planning Commission for recommendation

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

Budget Overview

City-wide staffing changes and authorizations from FY 2016 to FY 2018 are shown in the following table. There were 15 new position requests from staff for the FY 2018 budget, 12 new positions were approved and two positions were eliminated for a net increase of 10 new positions. As was the case in FY 2017, a position may exist but not be funded; this budget includes funding for one previously unfunded position and one position remains unfunded in FY 2018. Unfunded but authorized positions are listed in the comments column.

FY 2018 Summary of Classified Employee Authorizations and Changes						
Div #	Department	FY 2016 Positions Authorized	FY 2017 Positions Authorized	FY 2018 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	3.50	3.50	2.50	Moved 1 FT to 1220	1 FT shared with 1102
1220	Communications	-	-	2.00	Added 1 new FT position and 1 FT moved from 1211	Added new department
1221	City Attorney	3.00	3.00	3.00	None	1 FT position unfunded
1226	Human Resources	6.00	5.00	5.00	None	
1231	Commissioner of Revenue	8.00	8.00	8.00	None	
1241	Treasurer	6.00	6.00	6.00	None	
1243	Finance	6.00	6.00	6.00	None	
1251	Innovation and Information Systems	8.00	8.00	8.00	None	Requested 1 new position (not approved); Formerly Information Technology (IT)
1321	Office of Elections	2.00	2.00	2.00	None	Formerly Voter Registrar
2111	Circuit Court	1.00	1.00	1.00	None	
2161	Clerk of Circuit Court	8.00	8.00	8.00	None	
2171	Sheriff	15.00	15.00	15.00	None	
2173	Courthouse Security	1.00	2.00	2.00	None	
2211	Commonwealth Attorney	14.00	15.00	15.00	None	
2223	Victim Witness	2.00	2.00	2.00	None	
3111	Police	87.00	87.00	88.00	1 FT position eliminated; moved 2 FT from 3521	
3211	Fire & Rescue	62.00	62.00	62.00	None	Requested 1 new position (not approved)
3421	Inspections	7.50	7.50	7.50	None	1 FT shared with 8111

Budget Overview

FY 2018 Summary of Classified Employee Authorizations and Changes

Div #	Department	FY 2016 Positions Authorized	FY 2017 Positions Authorized	FY 2018 Positions Authorized	Change	Comments
General Fund - continued						
3521	Animal Control	2.00	2.00	-	Moved 2 FT to 3111	Eliminated department
3551	Emergency Management	2.00	2.00	2.00	None	
3572	Emergency Communications Center	15.00	15.00	15.00	None	Requested 1 new position (not approved)
4121	Streets	-	1.00	1.00	None	
4131	Storm Drainage	1.00	1.00	1.00	None	
4135	Loudoun Mall	1.00	1.00	1.00	None	
4231	Refuse	18.50	18.50	18.00	Eliminated 0.5 FT position shared with 4801	
4322	JJC	4.00	3.00	3.00	None	
4324	Facilities Maintenance	11.00	12.00	12.00	None	
7111	P&R Supervision	6.00	5.00	5.00	None	
7121	P&R Maintenance	11.00	11.00	11.00	None	
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	3.00	3.00	None	1 FT shared with 3421 and 8141
8141	Zoning	2.00	2.50	2.50	None	1 FT shared with 8111
8151	Development Services	2.00	3.00	3.00	None	
8171	Old Town Winchester	2.00	2.00	2.00	None	
8181	GIS	1.00	1.00	1.00	None	
Total General Fund		328.50	331.50	331.00		
Social Services						
5311	Welfare Administration	42.00	43.00	45.00	Added 2 new FT positions	
5327	Housing Assistance	2.00	2.00	2.00	None	
Total Social Services		44.00	45.00	47.00		

Budget Overview

FY 2018 Summary of Classified Employee Authorizations and Changes

Div #	Department	FY 2016 Positions Authorized	FY 2017 Positions Authorized	FY 2018 Positions Authorized	Change	Comments
Highway Maintenance						
4111	Administration	3.00	3.00	3.00	None	
4121	Streets	13.00	12.00	12.00	None	
4133	Snow & Ice	1.00	2.00	2.00	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						
3231	EMS	10.00	10.00	11.00	Added 1 new FT position	
Total EMS		10.00	10.00	11.00		
Win-Fred Co Convention & Visitors Bureau Fund						
8153	Tourism	2.00	2.00	2.00	None	
Total WFCCVB		2.00	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	5.00	6.50	Added 2 new FT positions and eliminated 0.5 FT shared with 4231	1 FT shared with 4803
4802	Source of Supply	12.00	12.00	11.50	Added 1 FT position; moved 1.5 FT to 4805	1 FT shared with 4811
4803	Transmission	18.00	18.00	18.50	Moved 1.5 FT to 4805 and moved 2 FT from 4810	1 FT shared with 4801
4805	Mechanical & Electrical	-	-	4.00	Added 1 new FT position; Moved 1.5 FT from 4802, and 1.5 FT from 4803	Added new department

Budget Overview

FY 2018 Summary of Classified Employee Authorizations and Changes						
Div #	Department	FY 2016 Positions Authorized	FY 2017 Positions Authorized	FY 2018 Positions Authorized	Change	Comments
Utilities Fund - continued						
4810	Engineering	5.00	5.00	3.00	Moved 2 FT to 4803	
Total Utilities		40.50	40.00	43.50		
Equipment Fund						
1252	Automotive	6.00	6.00	8.00	Added 2 FT positions	
Total Equipment Fund		6.00	6.00	8.00		
Frederick-Winchester Service Authority						
4811	FWSA	25.00	25.50	27.50	Added 2.0 FT positions	1 FT shared with 4802
4812	FWSA	2.00	2.00	2.00	None	
Total FWSA		27.00	27.50	29.50		
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		535.00	539.00	549.00		

Community Profile

City Government

Founded	1744
Date of Town Charter	1752
Date of Independent City Charter	1874
Form of Government	Council—Manager
City Employees – Dec. 2016*	615

*Includes Part-time employees.

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
O’Sullivan Films, Inc.
Wal-Mart
Grafton School, Inc.

Taxes

Real Estate Tax Rate

CY 2017:	\$0.91
CY 2016:	\$0.91

Personal Property Tax Rate

FY 2017 Personal/Business:	\$4.80/\$4.50
FY 2016 One rate:	\$4.50

City Finances – Bond Rating

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

Population

2017 (est.)	27,734
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

	Mar 2017	Mar 2016
City of Winchester	3.8%	4.1%
Virginia	3.8%	4.0%
United States	4.5%	5.0%

Median Household Income

	2014
Winchester	\$44,731
Virginia	\$64,792

Housing Units

2015 American Community Survey	12,422
2010 U.S. Census	11,872
2000 U.S. Census	10,321
1990 U.S. Census	9,808

Average Household Size

2010 U.S. Census	2.39
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 2016 in the City of Winchester.

Industry Group	Employees
Health Care and Social Assistance	6,566
Retail Trade	4,316
Accommodation and Food Services	2,803
Government	2,563
Manufacturing	1,425
Educational Services	1,037
Management of Companies and Enterprises	961
Administrative and Support and Waste Management	935
Professional, Scientific, and Technical Service	781
Finance and Insurance	652
Real Estate and Rental and Leasing	477
Other Services (except Public Administration)	549
Wholesale Trade	409
Construction	344
Transportation and Warehousing	321
Arts, Entertainment, and Recreation	206
Information	177

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 0.3% 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 58,710 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 2016. This employment sector, which counts for more than 15.3% of the region's total employment, has displayed continued expansion for consecutive years.

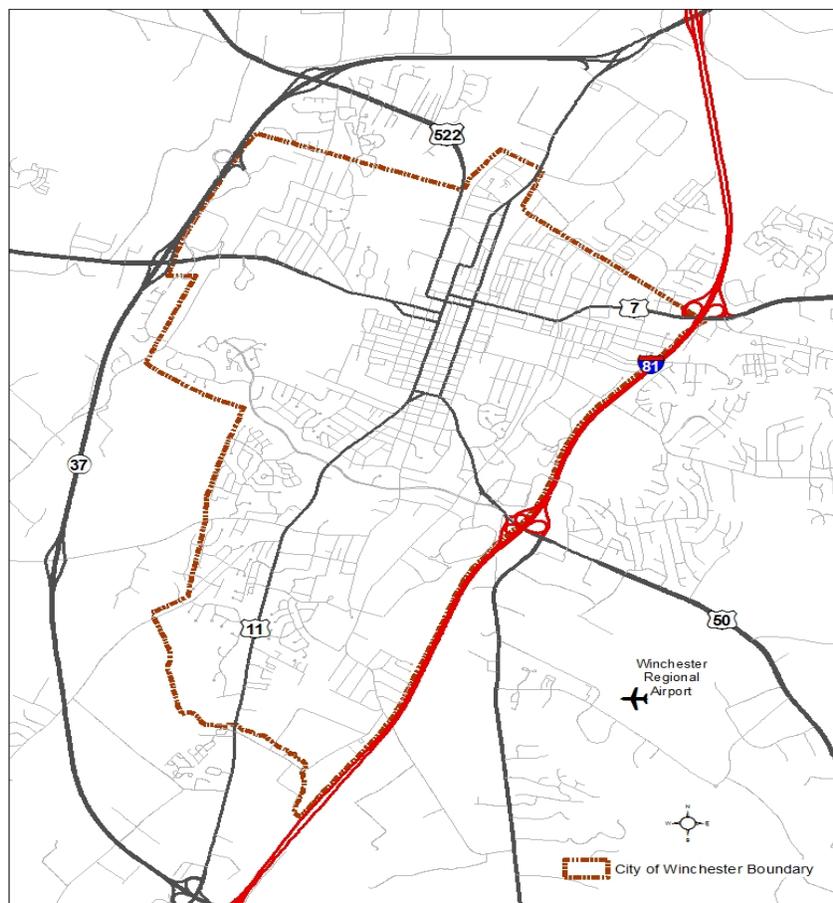
Also, employment in the accommodation and food service industry displayed slight growth in the Winchester metro area. Employment growth in this sector is in correlation with Winchester's continued focus on tourism and unique restaurant/food attractions in the community.

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. The City serves as the economic, cultural, financial, legal, real estate, political/government and social center of the northern Shenandoah Valley.



Local Economy

The City of Winchester is located in the northern tip of Virginia in the Shenandoah Valley. Winchester, founded in 1744, is the oldest city in Virginia west of the Blue Ridge Mountains. The City currently occupies a land area of 9.3 square miles and serves a resident population of approximately 27,543. Two major interstate highways, I-81 and I-66, and four major state highways, Routes 50, 7, 11, and 522, provide direct access to eastern markets, including Washington, D.C., 72 miles away, and Baltimore, 97 miles away. The City is the first substantial community encountered upon when traveling west after passing the Blue Ridge Mountains, and is surrounded by Frederick County. As a regional employment and health care center, the City's daytime population increases to approximately 75,000.



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

Budget Overview

The City's largest employer is Valley Health Systems, which owns and operates the Winchester Medical Center and five smaller primary care hospitals in the region along with other related services such as urgent care clinics, home health services, a childcare facility, and transport services. A level II trauma center, the Winchester Medical Center is a non-profit, regional referral hospital, serving the tri-state region surrounding the city. The 445-bed facility offers a full range of inpatient and outpatient diagnostic, medical, surgical and rehabilitative services. The Winchester Medical Center recently completed a three-year \$161 million construction project enhancing critical care and women's services and a 52,000 square foot, \$28.5 million dollar Cancer Center facility on the Winchester Medical Center campus.

Also, located within Winchester is Shenandoah University, a United Methodist Church-affiliated institution, which was founded in 1875 in Dayton, Virginia, and moved to Winchester in 1960. Today, Shenandoah University has an enrollment of approximately 4,000 students. These students participate in more than 100 programs of study at the undergraduate, graduate, doctorate and professional levels in seven schools: the College of Arts and Sciences, School of Business, School of Health Professions, Shenandoah Conservatory, School of Pharmacy, School of Nursing, and School of Education and Human Development. The University has continued to grow its presence in downtown Winchester through the creation of housing, administrative and classroom facilities.

The Old Town Mall, a pedestrian mall in the City's downtown, offers a wide range of boutiques, specialty shops and restaurants and is often viewed as the cultural center of the community. Recent revitalization efforts have led to over \$1.5 million more spent at downtown restaurants than in 2015 and 27 new businesses opened in Old Town Winchester in 2016.



Budget Overview

The City serves as the major retail center for the region. Apple Blossom Mall, an enclosed regional shopping center, contains Sears, Belk, and J.C. Penney as its anchors, along with an additional 85 specialty stores. Plazas such as Apple Blossom Corners, Winchester Crossing, Winchester Station and Winchester Plaza house Martin's, Staples, Kohl's, Home Goods, Books-A-Million, Michael's, Old Navy, Bed Bath and Beyond, HH Gregg, Dick's Sporting Goods, Planet Fitness and the recently opened Fresh Market. Also, serving the area are a Wal-Mart Supercenter, Lowe's, Home Depot, Target, T.J. Maxx, and Pier 1 Imports.

There are also several anchorless retail centers and one life style center that house Ann Taylor Loft, Talbots, Jos A Bank Clothier, and other high-end retail stores. The city is also home to several national chain restaurants. In addition, the city has several class A office buildings serving the professional services sector and business service entities. In addition to retail, hospitality and office space, the City is home to several large manufacturing companies including O'Sullivan Films, National Fruit Company, Rubbermaid Commercial Products, and American Woodmark. These companies provide over 1,400 jobs in Winchester.



Revenue & Expenditure Summary by Fund

	General Fund	Special Revenue Funds	Capital Improvement Fund	Winchester Parking Authority	School Funds
Revenues					
General Property Taxes	42,402,300				
Other Local Taxes	30,873,500				
Permits, privilege fees	356,800				
Fines & forfeitures	95,000			71,500	
Use of money & property	275,000	8,600			93,210
Charges for services	1,465,800	1,270,300		1,170,500	2,607,798
Miscellaneous	1,013,000	243,000			437,950
Recovered costs	751,000		1,175,000		91,134
Intergovernmental					
Commonwealth	6,357,100	6,916,828	5,980,000		24,007,868
Federal	1,007,000	3,198,972	1,100,000		4,705,022
Sale of Bonds					
Transfers In	1,500,000	3,415,000	2,540,000		35,131,381
Fund Balance	3,003,500	34,300	8,600,000		650,000
Total revenues	89,100,000	15,087,000	19,395,000	1,242,000	67,724,363
Expenditures					
General government administration	6,015,300				
Judicial administration	3,847,050	50,000			
Public safety	22,461,740	1,125,000	1,680,000	55,100	
Public works	4,013,200	5,589,000	15,735,000	607,400	
Health & Welfare	777,732	7,930,000			
Education	30,179,557				63,739,307
Parks, recreation, and culture	3,343,920		1,980,000		
Community development	1,642,201	393,000			
Nondepartmental					
Transfers Out	5,955,000				3,985,056
Debt service	10,864,300			579,500	
Total expenditures	89,100,000	15,087,000	19,395,000	1,242,000	67,724,363

Revenue & Expenditure Summary by Fund

Enterprise Funds	Internal Service Funds	Fiduciary Funds	Total All Funds	Transfers Other Funds	Grand Total Less Transfers
			42,402,300		42,402,300
			30,873,500		30,873,500
			356,800		356,800
			166,500		166,500
6,000	10,000	8,000	400,810		400,810
22,502,000	400,000	8,670,159	38,086,557		38,086,557
2,000			1,695,950		1,695,950
	1,987,000	55,000	4,059,134		4,059,134
			-		-
		782,841	44,044,637		44,044,637
270,000		18,000	10,298,994		10,298,994
11,000,000			11,000,000		11,000,000
			42,586,381	(42,586,381)	-
	565,000		12,852,800		12,852,800
33,780,000	2,962,000	9,534,000	238,824,363	(42,586,381)	196,237,982
	2,962,000		8,977,300		8,977,300
			3,897,050		3,897,050
		2,826,000	28,147,840		28,147,840
21,538,300		5,493,000	52,975,900	(4,935,300)	48,040,600
			8,707,732	(2,369,700)	6,338,032
			93,918,864	(35,131,381)	58,787,483
			5,323,920		5,323,920
			2,035,201	(150,000)	1,885,201
			-		-
1,500,000			11,440,056		11,440,056
10,741,700		1,215,000	23,400,500		23,400,500
33,780,000	2,962,000	9,534,000	238,824,363	(42,586,381)	196,237,982

Revenues, Expenditures & Changes in Fund Balances

General Fund

General Fund	Actual FY 2014	Actual FY 2015	Actual FY 2016	Projected FY 2017	Budget FY 2018
Revenues					
General Property Taxes	37,746,991	38,656,808	39,043,098	39,964,165	42,402,300
Other Local Taxes	27,493,553	30,341,151	31,025,257	31,100,000	30,873,500
Permits, privilege fees	300,089	409,230	359,045	360,000	356,800
Fines & forfeitures	149,170	135,749	103,149	100,000	95,000
Revenues from use of money & property	179,791	194,755	277,227	275,000	275,000
Charges for services	813,950	1,209,140	1,376,776	1,400,000	1,465,800
Miscellaneous	1,087,800	1,091,084	1,022,005	1,020,000	1,013,000
Recovered costs	550,051	538,841	718,769	700,000	751,000
Intergovernmental					
Commonwealth	6,017,840	6,121,953	6,124,982	6,200,000	6,357,100
Federal	562,862	394,033	589,664	400,000	1,007,000
Total revenues	74,902,097	79,092,744	80,639,972	81,519,165	84,596,500
Expenditures					
General government administration	5,046,842	5,489,981	5,314,055	5,533,195	5,965,300
Judicial administration	3,164,598	3,255,524	3,577,644	3,543,700	3,847,050
Public safety	18,350,346	19,152,246	20,417,371	20,505,090	22,461,740
Public works	4,092,222	3,625,708	3,532,070	3,687,400	4,013,200
Health & Welfare	901,530	859,410	824,478	849,096	777,732
Education	45,697,366	27,576,745	28,707,234	28,444,292	30,154,557
Parks, recreation, and culture	3,232,432	3,326,141	2,893,206	2,869,820	3,418,920
Community development	1,566,564	1,475,733	1,434,421	2,233,162	1,642,201
Debt service	9,903,968	10,305,297	10,012,944	10,764,100	10,864,300
Total expenditures	91,955,868	75,066,785	76,713,423	78,429,855	83,145,000
Excess (deficiency) of revenues over (under) expenditures	(17,053,771)	4,025,959	3,926,549	3,089,310	1,451,500
Other Financing Sources (Uses)					
Sale of property	-	-	11,250	795,000	-
Insurance recoveries	33,437	16,349	139,712	45,000	-
Proceeds from bond issuance	18,701,837	11,255,180	-	-	-
Proceeds from premium on bond issuance	1,481,730	1,309,592	-	-	-
Issuance of refunding debt	-	(12,373,771)	-	-	-
Transfers in	1,600,000	1,600,000	1,600,000	1,600,000	1,566,674
Transfers out	(4,712,546)	(5,992,391)	(4,631,504)	(4,270,000)	(5,955,000)
Total other financing sources & uses	17,104,458	(4,185,041)	(2,880,542)	(1,830,000)	(4,388,326)
Net change in fund balances	50,687	(159,082)	1,046,007	1,259,310	(2,936,826)
Beginning fund balance	22,190,771	22,241,458	22,082,376	23,128,383	24,387,693
Ending fund balance	22,241,458	22,082,376	23,128,383	24,387,693	21,450,867
Percent Change	0.2%	-0.7%	4.7%	5.4%	-12.0%

The General Fund is projected to use \$2.5 million of fund balance in FY2018 for capital improvement projects. The City currently has a healthy fund balance which falls above the fund balance policy limit and has decided to use some of these reserves to meet the City's capital improvement needs.

Revenues, Expenditures & Changes in Fund Balances

Capital Improvement Fund

Capital Improvement Fund	Actual FY 2014	Actual FY 2015	Actual FY 2016	Projected FY 2017	Budget FY 2018
Revenues					
Revenues from use of money & property	5,868	8,328	22,916		
Miscellaneous					
Recovered costs	25,137	55,068	968,429	680,000	1,175,000
Intergovernmental					
Frederick County	-	132,260	48,868		
Commonwealth	1,004,670	765,940	2,658,693	5,780,000	5,980,000
Federal	100,859	258,062	889,746	50,000	1,100,000
Total revenues	1,136,534	1,219,658	4,588,652	6,510,000	8,255,000
Expenditures					
Judicial administration	-	-	1,841,084		
Public safety	511,622	1,176,028	2,830,043	50,000	1,680,000
Public works	4,324,221	2,269,563	6,272,822	8,315,000	15,735,000
Health & Welfare	-	-	-		
Parks, recreation, and culture	223,500	381,853	1,031,085	425,000	1,980,000
Education	-	-	1,000,000		
Community development	-	797,617	-		
Bond issuance costs			75,256		
Total expenditures	5,059,343	4,625,061	13,050,290	8,790,000	19,395,000
Excess (deficiency) of revenues over (under) expenditures	(3,922,809)	(3,405,403)	(8,461,638)	(2,280,000)	(11,140,000)
Other Financing Sources (Uses)					
Proceeds from bond issuance	5,563,163	-	7,075,000	7,350,000	-
Proceeds from premium on bond issuance	444,518	-	-	-	-
Transfers in	1,405,000	2,233,264	1,365,217	615,000	2,540,000
Transfers out	-	-	-	-	-
Total other financing sources & uses	7,412,681	2,233,264	8,440,217	7,965,000	2,540,000
Net change in fund balances	3,489,872	(1,172,139)	(21,421)	5,685,000	(8,600,000)
Beginning fund balance	1,191,761	4,681,633	3,509,494	3,488,073	9,173,073
Ending fund balance	4,681,633	3,509,494	3,488,073	9,173,073	573,073
Percent Change	292.8%	-25.0%	-0.6%	163.0%	-93.8%

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

Revenues, Expenditures & Changes in Fund Balances

Non-Major Governmental Funds

Non-major Governmental Funds	Actual FY 2014	Actual FY 2015	Actual FY 2016	Projected FY 2017	Budget FY 2018
Revenues					
Revenues from use of money & property	8,366	9,010	9,207	8,600	8,600
Charges for services	1,197,936	1,256,131	1,195,731	1,101,800	1,270,300
Miscellaneous	44,786	36,176	55,656	190,000	93,000
Recovered costs	37,387	38,801	13,633		
Intergovernmental					
Frederick County	100,500	100,500	100,500	100,500	150,000
Commonwealth	5,284,348	6,354,653	6,018,253	6,336,513	6,916,828
Federal	2,640,879	3,011,825	2,981,765	2,789,442	3,198,972
Total revenues	9,314,202	10,807,096	10,374,745	10,526,855	11,637,700
Expenditures					
Judicial administration	37,164	33,141	42,015	50,000	50,000
Public safety	1,082,514	1,134,652	1,161,267	1,067,000	1,125,000
Public works	5,595,506	6,555,121	4,952,840	5,066,000	5,589,000
Health & Welfare	5,978,613	6,662,652	7,147,877	7,300,000	7,930,000
Parks, recreation, and culture	-	-	-	-	-
Community development	242,426	256,579	274,087	340,000	393,000
Total expenditures	12,936,223	14,642,145	13,578,086	13,823,000	15,087,000
Excess (deficiency) of revenues over (under) expenditures	(3,622,021)	(3,835,049)	(3,203,341)	(3,296,145)	(3,449,300)
Other Financing Sources (Uses)					
Transfers in	3,307,546	3,759,127	3,266,287	3,255,145	3,415,000
Transfers out	-	-	-	-	-
Total other financing sources & uses	3,307,546	3,759,127	3,266,287	3,255,145	3,415,000
Net change in fund balances	(314,475)	(75,922)	62,946	(41,000)	(34,300)
Beginning fund balance	1,306,952	992,477	916,555	979,501	938,501
Ending fund balance	992,477	916,555	979,501	938,501	904,201
Percent Change	-24.1%	-7.6%	6.9%	-4.2%	-3.7%

Revenues, Expenditures & Changes in Fund Balances

Internal Service Funds

Internal Service Funds	Actual FY 2014	Actual FY 2015	Actual FY 2016	Projected FY 2017	Budget FY 2018
Operating Revenues					
Charges for services	2,654,566	2,369,641	2,355,158	2,305,000	2,952,000
Total operating revenues	2,654,566	2,369,641	2,355,158	2,305,000	2,952,000
Operating Expenses					
Personal services	901,712	748,068	1,128,192	850,000	1,328,500
Contractual services	200,037	243,559	249,877	224,000	811,400
Other supplies and expenses	931,978	784,977	719,253	835,200	732,100
Insurance claims and expenses	428,158	456,322	434,137	475,000	562,000
Depreciation	3,910	4,892	4,892	5,000	-
Total operating expenses	2,465,795	2,237,818	2,536,351	2,389,200	3,434,000
Excess (deficiency) of revenues over (under) expenditures	188,771	131,823	(181,193)	(84,200)	(482,000)
Nonoperating revenues (expenses)					
Investment earnings	5,180	5,755	14,290	6,000	10,000
Loss on disposal of capital assets	-	-	-	-	-
Total nonoperating revenues (expenses)	5,180	5,755	14,290	6,000	10,000
Income (Loss) before transfers & contributions	193,951	137,578	(166,903)	(78,200)	(472,000)
Transfers in	-	-	-		
Change in net assets	193,951	137,578	(166,903)	(78,200)	(472,000)
Beginning net assets	1,981,303	2,175,254	2,312,832	2,145,929	2,067,729
Ending net assets	2,175,254	2,312,832	2,145,929	2,067,729	1,595,729
Percent Change	9.8%	6.3%	-7.2%	-3.6%	-22.8%

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

Revenues, Expenditures & Changes in Fund Balances

Enterprise Funds

Enterprise Funds	Actual FY 2014	Actual FY 2015	Actual FY 2016	Projected FY 2017	Budget FY 2018
Operating Revenues					
Revenues from use of property	4,830	4,200	4,039	-	-
Charges for services	20,653,445	21,376,551	22,299,822	23,545,000	22,502,000
Miscellaneous	6,694	2,858	3,280	5,000	2,000
Recovered costs	4,156,472	4,305,950	4,505,355	4,200,000	11,270,000
Total operating revenues	24,821,441	25,689,559	26,812,496	27,750,000	33,774,000
Operating Expenses					
Personal services	5,251,835	4,115,944	4,828,549	4,900,000	3,075,200
Contractual services	4,443,790	4,865,207	5,087,880	5,200,000	12,220,300
Other supplies and expenses	3,903,127	4,345,603	4,368,870	4,400,000	6,242,800
Depreciation	4,235,354	4,250,079	4,237,974	4,300,000	-
Total operating expenses	17,834,106	17,576,833	18,523,273	18,800,000	21,538,300
Excess (deficiency) of revenues Over (under) expenditures	6,987,335	8,112,726	8,289,223	8,950,000	12,235,700
Nonoperating revenues (expenses)					
Investment earnings	426	1,833	7,565	6,500	6,000
Interest and fiscal charges	(4,020,190)	(3,894,036)	(3,627,830)	(3,865,500)	(10,741,700)
Loss on disposal of capital assets	-	-	-	-	-
Total nonoperating revenues (expenses)	(4,019,764)	(3,892,203)	(3,620,265)	(3,859,000)	(10,735,700)
Income (Loss) before transfers & contributions	2,967,571	4,220,523	4,668,958	5,091,000	1,500,000
Capital contributions	1,400,500	1,237,760	252,812	500,000	-
Transfers out	(1,600,000)	(1,600,000)	(1,600,000)	(1,600,000)	(1,500,000)
Change in net assets	2,768,071	3,858,283	3,321,770	3,991,000	-
Beginning net assets	49,121,200	51,889,271	55,747,554	59,069,324	63,060,324
Ending net assets	51,889,271	55,747,554	59,069,324	63,060,324	63,060,324
Percent Change	5.6%	7.4%	6.0%	6.8%	0.0%

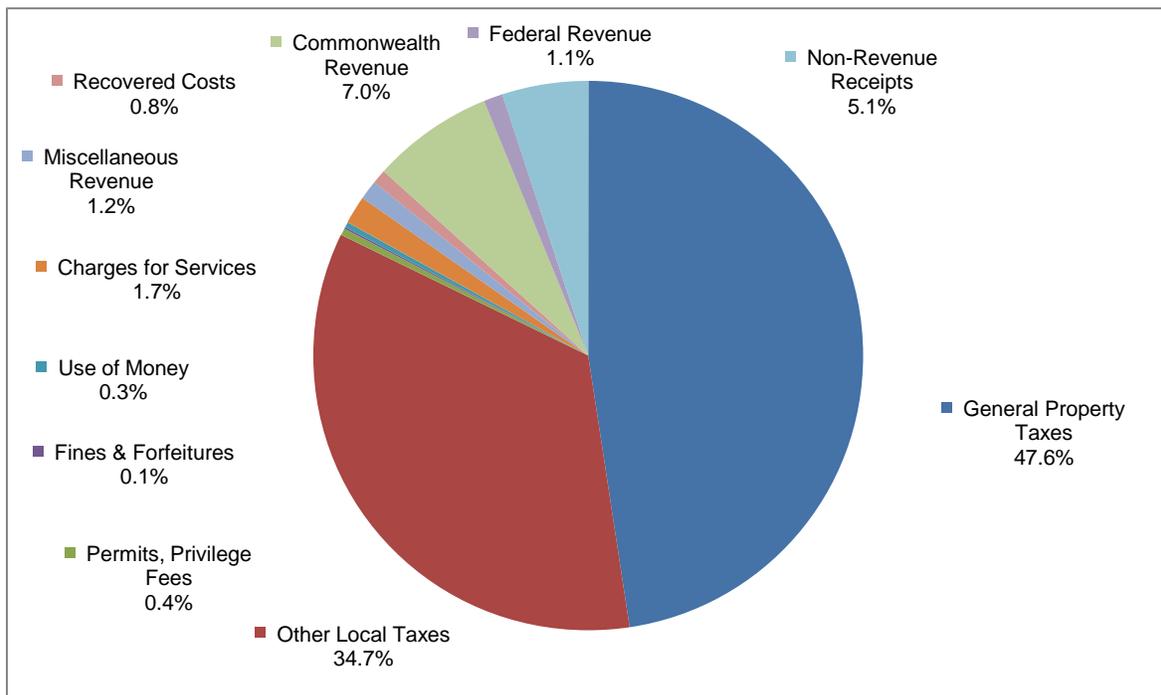
General Fund

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

Revenue Summary:

Revenue Sources	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018
	ACTUAL	ACTUAL	ORIGINAL BUDGET	ADOPTED BUDGET	BUDGET Inc/(Dec)
General Property Taxes	38,656,805	39,043,099	39,581,800	42,402,300	2,820,500
Other Local Taxes	30,341,154	31,025,256	30,907,000	30,873,500	(33,500)
Permits, Privilege Fees	409,233	359,044	366,900	356,800	(10,100)
Fines & Forfeitures	135,749	103,149	133,000	95,000	(38,000)
Use of Money	194,755	277,227	220,000	275,000	55,000
Charges for Services	1,209,141	1,376,775	1,470,800	1,465,800	(5,000)
Miscellaneous Revenue	1,091,084	1,022,005	984,000	1,013,000	29,000
Recovered Costs	538,841	718,244	799,000	751,000	(48,000)
Commonwealth Revenue	6,121,951	6,124,983	6,121,100	6,357,100	236,000
Federal Revenue	394,033	589,665	631,000	1,007,000	376,000
Non-Revenue Receipts	14,231,121	1,801,487	2,985,400	4,503,500	1,518,100
General Fund Revenue	93,323,867	82,440,934	84,200,000	89,100,000	4,900,000

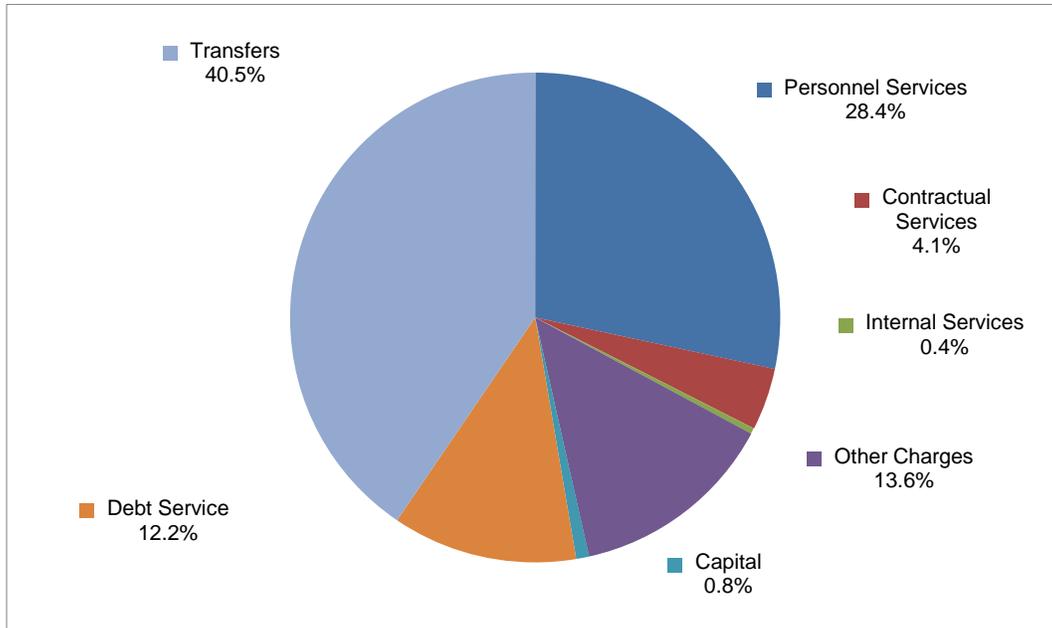
FY 2018 General Fund Revenues by Category



General Fund

Expenditure Summary:

FY 2018 General Fund Expenditures by Category



Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
General Government	42.0	43.0	42.0	43.0	1.0
Judicial Administration	38.0	41.0	43.0	43.0	0
Public Safety	173.0	175.5	175.5	174.5	(1.0)
Public Works	32.5	35.5	36.0	36.0	0
Parks, Rec & Culture	24.0	24.0	23.0	23.0	0
Community Development	10.5	9.5	11.5	11.5	0
Total	320.0	328.5	331.0	331.0	0

General Fund Revenue Detail

Revenue Detail:

Account Description	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Real Estate - Current	25,321,313	25,509,632	25,924,000	27,824,000	1,900,000
Real Estate - Delinquent	1,136,909	899,421	1,000,000	1,000,000	-
Delinquent-Primary/Secondary	5,110	7,244	6,000	6,000	-
Primary District	70,694	72,987	71,000	71,000	-
Secondary District	83,339	82,585	83,000	83,000	-
Real Estate Penalties	96,850	88,118	95,000	95,000	-
Real Estate Interest	82,105	69,924	75,000	75,000	-
Public Service - Real Estate	631,361	627,343	625,000	625,000	-
Public Service - Pers Property	1,441	1,155	1,000	1,400	400
Personal Property - Current	8,712,234	9,090,016	9,200,000	9,920,000	720,000
Personal Property - Delinquent	517,171	646,080	550,000	600,000	50,000
Mobile Home Taxes	1,650	1,678	1,800	1,900	100
Machinery & Tools	1,799,328	1,710,201	1,750,000	1,900,000	150,000
Personal Property Penalties	136,059	154,709	140,000	140,000	-
Personal Properties Interest	61,241	82,006	60,000	60,000	-
GENERALPROPERTY TAXES	38,656,805	39,043,099	39,581,800	42,402,300	2,820,500
State Sales Taxes	8,859,376	9,086,187	9,100,000	9,200,000	100,000
Communication Taxes	2,142,416	2,070,870	2,150,000	2,150,000	-
Electric Utility	1,350,577	1,334,015	1,350,000	1,350,000	-
Gas Utility	543,375	506,339	550,000	550,000	-
Electric Consumption	134,581	129,626	135,000	135,000	-
Gas Consumption	19,999	19,799	25,000	20,000	(5,000)
Bus License - Contracting	277,985	315,081	325,000	325,000	-
Bus License - Retail	2,159,566	2,228,367	2,200,000	2,200,000	-
Bus License - Professional	2,435,089	2,559,540	2,450,000	2,600,000	150,000
Bus License - Rep &Personal	871,977	921,770	900,000	900,000	-
Bus License - Wholesale	203,731	201,851	200,000	200,000	-
Bus License - Other	2,125	2,568	2,000	2,500	500
Bus License - Penalties	58,832	36,155	75,000	40,000	(35,000)
Telephone	86,766	108,076	107,000	107,000	-
Electrical	249,576	232,520	250,000	250,000	-
Telephone ROW	109,462	136,590	110,000	120,000	10,000
Gas	48,750	48,750	50,000	50,000	-
Motor Vehicles Licenses	566,892	589,687	575,000	-	(575,000)
Motor Vehicle License Penalties	44,716	44,229	40,000	-	(40,000)
Bank Franchise	696,686	537,205	550,000	550,000	-
Recordation	325,915	284,282	300,000	325,000	25,000
Will Probate	9,186	7,015	6,000	8,000	2,000
Cigarettes	663,752	639,914	640,000	665,000	25,000
Admissions	132,529	142,806	140,000	140,000	-
Penalties & Interest	30	483	1,000	500	(500)

General Fund Revenue Detail

Revenue Detail - continued:

Account Description	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Motel	887,732	944,991	950,000	950,000	-
Penalties & Interest	52	1,076	1,000	1,000	-
Meals	7,421,581	7,857,718	7,700,000	8,000,000	300,000
Meals Penalties	33,927	29,798	20,000	30,000	10,000
Meals Interest	536	453	1,000	500	(500)
Short Term	3,386	7,199	4,000	4,000	-
Penalties & Interest	51	296	-	-	-
OTHER LOCAL TAXES	30,341,154	31,025,256	30,907,000	30,873,500	(33,500)
Dog	12,849	13,422	12,500	12,500	-
On Street Parking	145	210	100	200	100
Transfer Fees	700	652	1,000	1,000	-
Erosion, Sediment Control	5,809	6,437	5,000	5,000	-
Storm water Mgmt Permit	29,338	15,876	15,000	15,000	-
Weapons	6,052	7,315	7,500	7,500	-
RE Tax Application Fee	60	-	-	-	-
RE Public Hearing Fee	350	160	-	-	-
Hazardous Use	1,400	2,200	1,000	1,000	-
Taxi	918	1,303	800	2,000	1,200
Street Permits	3,065	3,135	3,000	3,000	-
Building Permits - Building	142,288	103,953	140,000	100,000	(40,000)
Building Permits - Electrical	571	587	1,000	600	(400)
Building Permits - Plumbing	22,230	38,415	20,000	30,000	10,000
Building Permits - Mechanical	30,107	31,816	25,000	35,000	10,000
Elevator	3,340	3,700	3,000	4,000	1,000
Occupancy	400	600	1,000	500	(500)
Fire Protection	6,311	9,571	7,000	10,000	3,000
Gas	264	234	500	500	-
Building Permits - Signs	5,160	4,880	5,000	5,000	-
Land Use Application Fees	63,725	47,278	50,000	50,000	-
Planning Advertising Fees	600	700	1,000	1,000	-
Re-zoning & Subdivision Permit	24,700	15,000	20,000	15,000	(5,000)
Signs, Permits & Inspections	2,200	7,450	2,000	7,500	5,500
Architectural Review	600	600	500	500	-
Board of Zoning Appeals	5,300	5,300	5,000	5,000	-
Miscellaneous Fees	3,100	5,500	2,500	5,000	2,500
Civil Penalties	1,450	6,450	4,000	6,500	2,500
Rental Housing/Inspections	22,120	15,230	20,000	20,000	-
Rental Housing/Penalties	8,250	7,365	8,500	8,500	-
Rental Housing/Misc Fees	5,831	3,705	5,000	5,000	-
PERMITS, PRIVILEGE FEES	409,233	359,044	366,900	356,800	(10,100)

General Fund Revenue Detail

Revenue Detail - continued:

Account Description	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Courts	130,197	98,048	130,000	90,000	(40,000)
Interest	5,552	5,101	3,000	5,000	2,000
FINES AND FORFEITURES	135,749	103,149	133,000	95,000	(38,000)
Interest Earnings	61,577	119,316	65,000	120,000	55,000
Rental Rec Prop/Facility	131,678	157,911	155,000	155,000	-
Concession Rentals	1,500	-	-	-	-
REVENUE-USE OF MONEY	194,755	277,227	220,000	275,000	55,000
Sheriff Fees	2,949	2,950	3,000	3,000	-
Case Assessment	27,932	25,179	30,000	30,000	-
Courthouse Security Fees	46,268	42,344	50,000	45,000	(5,000)
Miscellaneous Fees	9,314	12,372	7,000	7,000	-
Courthouse Compliance Fee	37,848	31,078	38,000	35,000	(3,000)
Electronic Summons Fee	12,286	18,227	15,000	15,000	-
Commonwealth Attorney	7,687	8,205	6,000	6,000	-
Hazmat	5,174	10,764	5,000	10,000	5,000
LEPC Funds	6,194	7,977	7,000	7,000	-
False Alarm Fees	13,200	14,800	15,000	15,000	-
Animal Impounding Fees	1,651	958	2,000	2,000	-
Misc Police Fees	4,768	4,542	5,000	5,000	-
Police OT Reimbursement	17,363	14,161	15,000	15,000	-
Gas Inspection	77,508	77,508	77,500	77,500	-
Sanitation Fee	383,226	527,766	600,000	600,000	-
Waste Collection/Disposal Fees	3,577	3,611	4,000	4,000	-
Sale of Recycle Materials	19,546	21,377	20,000	20,000	-
Recreation Activities	15,138	32,988	22,000	22,000	-
Indoor Pool Fees	72,561	67,261	78,000	78,000	-
Outdoor Pool Fees	53,220	73,359	76,000	76,000	-
Admissions & Memberships	92,434	88,887	99,000	99,000	-
Athletic Fees	67,461	54,937	70,000	70,000	-
Childcare Fees	199,977	202,520	189,000	189,000	-
Concession Sales	14,815	7,249	4,000	2,000	(2,000)
Parks Capital Replacement Fees	16,174	24,962	19,300	19,300	-
Special Events	870	793	14,000	14,000	-
CHARGES FOR SERVICES	1,209,141	1,376,775	1,470,800	1,465,800	(5,000)
Payments in Lieu of Taxes	783,212	785,925	785,000	785,000	-
Special Events	167,326	120,989	132,500	132,500	-
Old Town Winchester Misc	300	-	-	4,000	4,000
Old Town Public Restroom	3,634	4,095	5,000	5,000	-
Bad Checks	500	576	500	500	-
Admin & Collection Fees	56,425	83,296	50,000	60,000	10,000

General Fund Revenue Detail

Revenue Detail - continued:

Account Description	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Donations/Special Gifts	11,000	-	-	-	-
Sales of Supplies	22,051	540	-	-	-
Sale of Surplus Property	15,767	15,106	10,000	15,000	5,000
Sale of Copies & Documents	2,498	8,762	1,000	5,000	4,000
Ticket Sales	20,901	-	-	-	-
Donations - Fire Dept.	2,355	-	-	-	-
Parks & Recreation	4,679	2,482	-	-	-
Commonwealth Attorney	-	-	-	6,000	6,000
Miscellaneous Revenue	436	234	-	-	-
MISCELLANEOUS REVENUE	1,091,084	1,022,005	984,000	1,013,000	29,000
Miscellaneous	2,329	1,762	-	-	-
Rebates	4,367	3,759	5,000	5,000	-
External Recoveries	11,703	9,996	-	-	-
Social Services	54,685	67,621	55,000	65,000	10,000
Circuit Court	73,449	79,915	75,000	80,000	5,000
JJC Building	304,093	384,278	533,000	470,000	(63,000)
Landfill-Recycling	35,926	38,260	40,000	40,000	-
Police Department	6,253	9,460	-	-	-
Parks & Recreation	894	1,169	-	-	-
Data Processing	42,074	40,000	40,000	40,000	-
Frederick County - JDR Lease	-	80,223	51,000	51,000	-
VML - Safety Grant	3,068	1,801	-	-	-
RECOVERED COSTS	538,841	718,244	799,000	751,000	(48,000)
REVENUE FROM LOCAL SOURCES	72,576,762	73,924,799	74,462,500	77,232,400	2,769,900
Mobile Home Titling Taxes	915	-	-	-	-
Tax on Deeds	116,278	98,306	100,000	100,000	-
Railroad Rolling Stock Tax	7,947	8,077	8,000	8,000	-
Grantor's Tax	89,066	75,515	96,000	96,000	-
Rental Car Tax	215,273	232,222	238,000	238,000	-
Personal Property Tax Reimbursement	2,622,084	2,622,084	2,622,100	2,622,100	-
NON-CATEGORICAL AID	3,051,563	3,036,204	3,064,100	3,064,100	-
Commonwealth's Attorney	704,244	723,186	748,800	757,900	9,100
Sheriff	327,677	341,225	345,100	350,000	4,900
Sheriff Mileage	10,412	15,460	11,000	18,000	7,000
Commissioner of Revenue	100,956	104,165	105,650	106,600	950
Treasurer	92,012	95,493	97,100	97,700	600
Registrar/Electoral Board	40,128	47,057	40,000	45,000	5,000
Clerk of Circuit Court	347,385	359,397	358,350	362,800	4,450

General Fund Revenue Detail

Revenue Detail - continued:

Account Description	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Jury Reimbursement	5,250	9,240	5,000	5,000	-
Shared - Victim Witness	19,323	25,761	26,000	26,000	-
Shared - Witness Fees	2,875	177	-	-	-
SHARED EXPENSES	1,650,262	1,721,161	1,737,000	1,769,000	32,000
Juv & Domestic Relations	12,238	13,692	14,000	14,000	-
Litter Control	6,677	6,751	7,000	7,000	-
Fire Program Funds	83,015	83,048	80,000	83,000	3,000
Four for Life Grant	23,459	25,470	24,500	25,500	1,000
HazMat Funding	15,037	15,000	15,000	15,000	-
Police 599 Funds	788,071	812,804	841,000	841,000	-
Jail	23,210	25,401	25,000	25,000	-
Health Department	246,585	252,894	250,000	250,000	-
General District Court	8,881	8,446	8,500	8,500	-
Miscellaneous	28,903	-	-	-	-
Asset Forfeiture Police	13,365	14,602	-	-	-
Asset Forfeiture Comm Attorney	7,227	5,454	-	-	-
Wireless E911 Services Board	57,327	55,758	55,000	205,000	150,000
Rescue Squad Assistance Fund	106,131	46,035	-	50,000	50,000
Public Assistance Grant	-	2,263	-	-	-
STATE CATEGORICAL FUNDS	1,420,126	1,367,618	1,320,000	1,524,000	204,000
REVENUE FROM STATE	6,121,951	6,124,983	6,121,100	6,357,100	236,000
Emergency Service Grants	8,550	8,905	8,900	8,900	-
Asset Forfeiture Funds	-	128,027	-	-	-
Firefighters Assistance Grant	-	11,600	124,600	297,000	172,400
Commission of Arts Grant	5,000	5,000	5,000	5,000	-
Child/Adult Care Food	4,067	4,058	4,000	4,000	-
Juvenile Justice	1,913	1,709	-	-	-
Justice Assistance Grants	-	-	94,500	94,500	-
POL OCDETF	4,986	-	-	-	-
CDBG Grant	226,842	220,108	220,000	220,000	-
LLEBG	3,710	-	-	-	-
Ballistic Vest Program	2,260	1,469	27,000	18,000	(9,000)
Dept. of Historic Resources	23,144	3,923	-	-	-
Victim Witness	77,282	92,738	119,000	119,000	-
DMV Grants	21,642	26,765	28,000	28,000	-
Public Assistance Grant	-	6,790	-	-	-
Homeland Security/ODP	14,637	78,573	-	212,600	212,600
FEDERAL REVENUE	394,033	589,665	631,000	1,007,000	376,000

General Fund Revenue Detail

Revenue Detail - continued:

Account Description	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Insurance Recoveries	16,349	139,712	-	-	-
Sale of Property	-	11,250	-	-	-
CDBG Loan Principal	-	386	-	-	-
CDBG Loan Interest	-	139	-	-	-
Premiums on Bonds	1,309,592	-	-	-	-
Sale of Bonds	11,255,180	-	-	-	-
Utilities Fund	1,600,000	1,600,000	1,600,000	1,500,000	(100,000)
OTBD	50,000	50,000	70,000	50,000	(20,000)
Fund Balance	-	-	1,165,000	2,936,826	1,771,826
Assigned - E-Citation	-	-	-	16,674	16,674
Assigned - Fire Programs	-	-	150,400	-	(150,400)
NON-REVENUE RECEIPTS	14,231,121	1,801,487	2,985,400	4,503,500	1,518,100
TOTAL GENERAL FUND	93,323,867	82,440,934	84,200,000	89,100,000	4,900,000

General Fund Department Summary

Budget by Department:

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018
	ACTUAL	ACTUAL	ORIGINAL	ADOPTED	BUDGET
			BUDGET	BUDGET	Inc/(Dec)
City Council	153,700	202,835	199,800	197,200	(2,600)
Clerk of Council	38,495	39,664	39,000	40,600	1,600
City Manager	413,203	391,976	427,800	337,800	(90,000)
Communications	-	-	-	192,500	192,500
City Attorney	335,586	283,326	292,600	299,400	6,800
Independent Auditors	65,743	70,630	80,000	80,000	-
Human Resources	514,099	501,392	553,100	561,300	8,200
Commissioner of the Revenue	504,117	523,655	538,300	559,100	20,800
Treasurer	441,174	452,627	444,100	468,900	24,800
Finance	598,703	649,209	687,300	707,900	20,600
Innovation and Information Services	1,697,944	1,777,284	1,894,700	1,965,200	70,500
Risk Management	65,403	77,676	77,500	83,500	6,000
Electoral Board	44,319	40,499	165,800	-	(165,800)
Office of Elections	129,436	125,289	143,300	224,400	81,100
Circuit Court	83,367	91,921	90,100	92,600	2,500
General District Court	25,072	30,832	29,100	29,300	200
Magistrate	2,411	2,707	3,000	4,050	1,050
J & D R District Court Clerk	47,366	52,630	56,500	57,800	1,300
Clerk of the Circuit Court	501,745	502,911	508,900	523,400	14,500
City Sheriff	1,030,122	1,176,817	1,235,300	1,291,800	56,500
Courthouse Security	180,829	273,437	208,400	219,300	10,900
Juror Services	26,000	-	26,000	26,000	-
Commonwealth Attorney	1,213,513	1,283,040	1,183,900	1,395,700	211,800
Victim Witness	145,104	163,351	202,500	207,100	4,600
Police Department	7,640,335	7,844,110	7,979,300	8,069,200	89,900
Police Grants	47,636	135,380	49,300	191,800	142,500
Fire Department	5,234,312	5,566,513	5,623,700	5,664,000	40,300
Fire Grants	263,898	315,450	288,800	720,300	431,500
J&D Relations Court Services (Probation)	2,291	104,522	5,500	106,800	101,300
Inspections Department	441,243	454,170	540,200	573,100	32,900
Animal Warden	106,275	132,069	137,350	-	(137,350)
Emergency Management	103,862	144,773	158,500	451,900	293,400
Hazardous Material	50,210	52,488	61,900	63,200	1,300
Emerg Communications Center	958,523	932,621	982,000	1,007,800	25,800

General Fund Department Summary

Budget by Department - continued:

	FY 2015	FY 2016	FY 2017 ORIGINAL	FY 2018 ADOPTED	FY 2018 BUDGET
	ACTUAL	ACTUAL	BUDGET	BUDGET	Inc/(Dec)
Streets	27,233	60,115	75,300	133,000	57,700
Storm Drainage	66,930	114,266	156,500	159,000	2,500
Loudoun Mall	111,727	91,112	111,500	104,200	(7,300)
Refuse Collection	1,567,999	1,394,408	1,672,200	1,677,500	5,300
Joint Judicial Center	482,835	470,546	621,200	532,500	(88,700)
Facilities Maintenance	1,353,848	1,390,460	1,223,200	1,379,500	156,300
Real Estate Tax Relief	238,345	238,425	250,000	250,000	-
Parks Supervision	582,586	332,165	451,500	455,800	4,300
Special Events Trolley	1,730	1,689	14,500	12,100	(2,400)
Parks Maintenance	937,204	867,720	958,250	981,600	23,350
Community Recreation Programs	18,005	27,796	22,750	34,300	11,550
Outdoor Swimming Pool	115,521	98,266	178,200	177,900	(300)
Indoor Swimming Pool	244,283	257,918	275,000	315,800	40,800
War Memorial Building	391,050	323,141	406,500	401,200	(5,300)
School Age Child Care	193,753	197,117	221,200	229,900	8,700
Athletic Programs	181,214	172,627	212,900	216,300	3,400
Planning Department	279,011	240,683	265,600	273,700	8,100
Redevel & Housing (CDBG)	24,614	27,306	28,100	26,000	(2,100)
Zoning Department	281,390	203,777	205,600	226,100	20,500
Development Services	329,145	369,007	687,000	424,000	(263,000)
Old Town Winchester	446,289	464,255	466,300	474,100	7,800
GIS	96,576	87,993	93,700	85,300	(8,400)
Other	573,812	263,752	389,895	297,500	(92,395)
Outside Agencies	278,188	203,188	203,188	100,000	(103,188)
Regional Agencies	5,310,942	5,810,023	6,231,820	6,786,348	554,528
Transit	222,000	235,000	266,700	275,300	8,600
Social Services	1,267,792	1,293,867	1,373,445	1,480,700	107,255
CSA	845,610	948,133	860,000	889,000	29,000
Schools Operating	26,863,602	27,795,246	29,214,102	30,114,102	900,000
Schools Other	126,362	201,700	16,200	-	(16,200)
Schools Capital Improvement	531,565	650,000	-	-	-
Tourism	100,500	100,500	150,000	150,000	-
Highway Maintenance	1,323,225	688,787	605,000	620,000	15,000
Capital Improvements	2,233,264	1,365,217	615,000	2,540,000	1,925,000

General Fund Department Summary

Budget by Department - continued:

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
City Debt Service	2,125,643	2,363,390	2,960,000	3,055,100	95,100
Debt Refunding	12,553,239	-	-	-	-
Schools Debt Service	8,000,186	7,649,554	7,804,100	7,809,200	5,100
TOTAL GENERAL FUND	93,433,254	81,394,953	84,200,000	89,100,000	4,900,000

General Government – City Council

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

Council Goals:

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

Expenditure Summary:

Expenditure by Class	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	60,350	129,975	123,500	122,400	(1,100)
Contractual Services	54,029	31,786	33,500	33,500	-
Internal Services	1,459	1,202	3,000	1,500	(1,500)
Other Charges	37,862	39,872	39,800	39,800	-
TOTAL EXPENDITURES	153,700	202,835	199,800	197,200	(2,600)

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Mayor	4,800	10,800	10,800	10,800	-
Councilors	27,000	75,600	73,799	73,799	-
FICA	2,391	6,031	5,811	5,985	174
Worker's Compensation	26	71	70	56	(14)
Employee Benefits	26,133	37,473	33,020	31,760	(1,260)
PERSONNEL	60,350	129,975	123,500	122,400	(1,100)

General Government – City Council

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Other Professional Services	35,602	9,712	12,000	12,000	-
Printing & Binding	63	2,037	1,000	1,000	-
Local Media	18,163	20,037	20,000	20,000	-
Food Services	201	-	500	500	-
CONTRACTUAL SERVICES	54,029	31,786	33,500	33,500	-
Copier Charges	1,459	1,202	3,000	1,500	(1,500)
INTERNAL SERVICES	1,459	1,202	3,000	1,500	(1,500)
Postal Services	104	58	300	300	-
Telecommunications	1,577	1,488	1,500	1,500	-
Mileage & Transportation	1,432	425	900	900	-
Travel & Training	1,602	4,422	2,100	2,100	-
Dues & Memberships	28,388	28,446	29,500	29,500	-
Misc Charges & Fees	574	-	-	-	-
Office Supplies	253	205	500	500	-
Food & Food Service	1,723	3,595	4,000	4,000	-
Other Operating Supplies	1,008	515	500	500	-
Awards, Plaques, Other	1,201	718	500	500	-
OTHER CHARGES	37,862	39,872	39,800	39,800	-
TOTAL CITY COUNCIL	153,700	202,835	199,800	197,200	(2,600)

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 Class	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	34,069	35,272	34,800	36,400	1,600
Contractual Services	50	30	-	-	-
Other Charges	4,376	4,362	4,200	4,200	-
TOTAL EXPENDITURES	38,495	39,664	39,000	40,600	1,600

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	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 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	23,757	25,404	24,370	26,308	1,938
Overtime	640	336	1,000	-	(1,000)
FICA	1,595	1,719	1,583	1,771	188
VRS-Employer	2,840	2,911	2,340	2,526	186
Insurance Employer	284	296	319	345	26
Worker's Compensation	20	21	20	18	(2)
Benefits Admin Fee	13	12	12	18	6
Employee Benefits	4,884	4,536	5,124	5,380	256
VRS Health Ins Credit	36	37	32	34	2
PERSONNEL	34,069	35,272	34,800	36,400	1,600

General Government – Clerk of Council

Expenditure Detail – continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Printing & Binding	50	30	-	-	-
CONTRACTUAL SERVICES	50	30	-	-	-
Postal Services	107	28	100	100	-
Mileage & Transportation	860	765	800	800	-
Travel & Training	2,350	1,506	1,950	1,950	-
Dues & Memberships	260	260	250	250	-
Misc Charges & Fees	238	223	200	200	-
Office Supplies	380	889	650	650	-
Books & Subscriptions	116	8	100	100	-
Other Operating Supplies	65	683	150	150	-
OTHER CHARGES	4,376	4,362	4,200	4,200	-
TOTAL CLERK OF COUNCIL	38,495	39,664	39,000	40,600	1,600

General Government – City Manager

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

Goals:

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

Objectives:

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

Services and Products:

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

General Government – City Manager

Performance Measures:

Indicators	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Output Measures					
Analysis and research to support Council policy formulation	As Necessary	As Necessary	As Necessary	As Necessary	As Necessary
Operating department performance reviews	As Necessary	As Necessary	As Necessary	As Necessary	As Necessary
Contacts with Legislative Delegation and VML staff members	As Necessary	As Necessary	As Necessary	As Necessary	As Necessary
Outcome Measures					
% of time operating budget expenditures conform to established budgetary guidelines	100%	100%	100%	100%	100%
Information requests from Mayor or City Council answered within 10 days	100%	100%	100%	100%	100%
Information requests from the public answered within 10 days	100%	100%	100%	100%	100%

Performance Measurement Results:

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

Expenditure Summary:

Expenditure by Classification	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	339,477	366,088	353,300	306,300	(47,000)
Contractual Services	53,799	8,199	53,500	13,500	(40,000)
Other Charges	19,927	17,689	21,000	18,000	(3,000)
TOTAL CITY MANAGER	413,203	391,976	427,800	337,800	(90,000)

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
City Manager	2.5	3.5	3.5	2.5	(1.0)
Total	2.5	3.5	3.5	2.5	(1.0)

General Government – City Manager

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	252,387	280,049	272,648	240,255	(32,393)
Overtime	-	42	-	-	-
FICA	19,102	18,472	16,019	13,779	(2,240)
VRS-Employer	26,696	31,162	25,488	21,882	(3,606)
Insurance Employer	2,670	3,174	3,478	2,986	(492)
VA Local Disability Plan	828	881	898	939	41
State Unemployment Tax	9,828	-	-	-	-
Worker's Compensation	214	237	231	167	(64)
Deferred Comp Contribution	6,894	7,451	7,485	7,967	482
Benefits Admin Fee	66	77	75	78	3
Employee Benefits	20,455	24,143	26,633	17,951	(8,682)
VRS Health Ins Credit	337	400	345	296	(49)
PERSONNEL	339,477	366,088	353,300	306,300	(47,000)
Other Professional Services	44,600	3,231	30,000	10,000	(20,000)
Printing & Binding	8,148	4,495	8,500	1,500	(7,000)
Local Media	1,051	473	15,000	2,000	(13,000)
CONTRACTUAL SERVICES	53,799	8,199	53,500	13,500	(40,000)
Postal Services	159	177	200	200	-
Telecommunications	1,263	1,297	2,000	-	(2,000)
Mileage & Transportation	298	1,123	3,200	3,200	-
Travel & Training	4,368	6,840	8,000	8,000	-
Dues & Memberships	1,835	2,315	3,000	3,000	-
Misc Charges & Fees	246	180	-	-	-
Moving Expenses	8,602	-	-	-	-
Office Supplies	1,541	2,398	900	900	-
Food & Food Services	384	794	950	950	-
Books & Subscriptions	353	836	750	750	-
Other Operating Supplies	815	1,253	2,000	1,000	(1,000)
Computer Hardware/Software	63	476	-	-	-
OTHER CHARGES	19,927	17,689	21,000	18,000	(3,000)
TOTAL CITY MANAGER	413,203	391,976	427,800	337,800	(90,000)

General Government – Communications Department

The City's Communications Office guarantees that residents, employees and the public at-large are kept accurately informed of City government services, activities and programs in a timely, effective and efficient manner.

The Communications Office facilitates public access to information, heightens awareness of government services and serves as a clearinghouse for all official government communications with the public and media

Goals:

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

Objectives:

- Provide appropriate, effective and consistent internal and external communication to inform the public about City policies, services, programs and events
- Manage the City's response to all Freedom of Information Act requests
- Manage all social media, television, e-newsletter and emergency communications
- Conduct citizen survey every three years
- Provide creative and innovative graphic design services to all City departments
- Provide an interactive and informative annual citizen's academy
- Manage and update the City's website and all related content

Objectives - continued:

- Manage the City's records management program, 3-1-1 service request system, knowledgebase, mobile app and board member appointment process
- Distribute media releases, handle all media requests for information and serve as the City's chief public information officer/spokesperson
- Serve as the City's Emergency Support Function #15-External Affairs during emergencies and major incidents
- Assist other City departments/divisions with promoting their programs, services and events.

Services and Products:

- Responses to Council/citizen/media/FOIA inquiries and requests
- Strategic Plan projects and action items
- Annual Report, brochures, flyers, reports and community newsletters
- Citizen's Academy
- Media releases
- Communications plan
- Crisis communications plan
- Records management program
- Website
- Social media sites
- Government access television channel
- Mobile app
- 3-1-1 service request system
- Knowledgebase

General Government – Communications Department

Performance Measures:

Indicators	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Output Measures					
Prepare the City's Annual Report	Yes	Yes	Yes	Yes	Yes
News releases distributed and information posted on social media/TV channels	As Necessary	As Necessary	As Necessary	As Necessary	As Necessary
Increase the number of visitors to www.winchesterva.gov by 10%	n/a	n/a	n/a	Yes	Yes
Increase social media followers by 5%	n/a	n/a	n/a	Yes	Yes
Maintain at least 90% response rate within 30 minutes for Facebook messages	n/a	n/a	n/a	Yes	Yes
Increase use of 3-1-1 system by 10%	n/a	n/a	n/a	Yes	Yes
Outcome Measures					
Information requests from the public answered within 10 days	100%	100%	100%	100%	100%
Freedom of Information Act requests from the public/media answered within 5 days (or extension requested)	100%	100%	100%	100%	100%
INSIGHT Citizen's Academy provided annually at maximum capacity	100%	100%	100%	100%	100%

Expenditure Summary:

Expenditure by Classification	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	-	-	-	132,400	132,400
Contractual Services	-	-	-	48,000	48,000
Other Charges	-	-	-	12,100	12,100
TOTAL COMMUNICATIONS	-	-	-	192,500	192,500

General Government – Communications Department

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Communications	0	0	0	2.0	2.0
Total	0	0	0	2.0	2.0

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular				98,311	98,311
Overtime				-	-
FICA				6,890	6,890
VRS-Employer				9,437	9,437
Insurance Employer				1,288	1,288
VA Local Disability Plan				238	238
Worker's Compensation				84	84
Benefits Admin Fee				72	72
Employee Benefits				15,948	15,948
VRS Health Ins Credit				132	132
PERSONNEL	-	-	-	132,400	132,400
Other Professional Services				30,000	30,000
Printing & Binding				7,000	7,000
Local Media				11,000	11,000
CONTRACTUAL SERVICES	-	-	-	48,000	48,000
Postal Services				500	500
Telecommunications				1,500	1,500
Mileage & Transportation				2,000	2,000
Travel & Training				4,000	4,000
Dues & Memberships				500	500
Office Supplies				750	750
Food & Food Services				350	350
Books & Subscriptions				1,000	1,000
Other Operating Supplies				1,500	1,500
Computer Hardware/Software				-	-
OTHER CHARGES	-	-	-	12,100	12,100
TOTAL COMMUNICATIONS	-	-	-	192,500	192,500

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 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	272,850	245,427	239,100	253,400	14,300
Contractual Services	33,561	17,252	35,100	27,600	(7,500)
Internal Services	1,143	1,123	500	500	-
Other Charges	28,032	19,524	17,900	17,900	-
TOTAL EXPENDITURES	335,586	283,326	292,600	299,400	6,800

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
City Attorney*	3.0	3.0	3.0	3.0	0
Total	3.0	3.0	3.0	3.0	0

*One position unfunded.

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	214,212	199,098	198,509	204,013	5,504
Overtime	-	39	-	-	-
FICA	15,092	13,483	11,747	12,186	439
VRS-Employer	25,273	23,267	19,060	19,585	525
Insurance Employer	2,527	2,367	2,601	2,672	71
State Unemployment Tax	6,490	-	-	-	-
Worker's Compensation	165	152	153	136	(17)
Deferred Comp	-	-	-	7,471	7,471
Contribution	-	-	-	7,471	7,471
Benefits Admin Fee	60	48	48	72	24

General Government – City Attorney

Expenditure Detail – continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Employee Benefits	8,712	6,679	6,724	7,000	276
VRS Health Ins Credit	319	294	258	265	7
PERSONNEL	272,850	245,427	239,100	253,400	14,300
Legal Services	29,102	13,626	30,000	22,500	(7,500)
Other Professional Services	2,643	1,555	2,600	2,600	-
Printing & Binding	626	-	1,300	1,300	-
Local Media	1,190	2,071	1,200	1,200	-
CONTRACTUAL SERVICES	33,561	17,252	35,100	27,600	(7,500)
Copier Charges	1,143	1,123	500	500	-
INTERNAL SERVICES	1,143	1,123	500	500	-
Postal Services	703	254	1,300	1,300	-
Telecommunications	1,383	1,272	1,500	1,500	-
Mileage & Transportation	735	1,033	1,200	1,200	-
Travel & Training	3,500	3,486	4,000	4,000	-
Dues & Memberships	2,340	1,470	2,250	2,250	-
Court Filing Fees	56	124	100	100	-
Miscellaneous Charges & Fees	10,663	155	250	250	-
Office Supplies	1,725	4,763	1,200	1,200	-
Books & Subscriptions	6,249	6,304	5,200	5,200	-
Other Operating Supplies	678	663	900	900	-
OTHER CHARGES	28,032	19,524	17,900	17,900	-
TOTAL CITY ATTORNEY	335,586	283,326	292,600	299,400	6,800

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 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Accounting & Auditing	58,993	65,030	60,000	70,000	10,000
Other Professional Services	6,750	5,600	20,000	10,000	(10,000)
CONTRACTUAL SERVICES	65,743	70,630	80,000	80,000	-
TOTAL INDEPENDENT AUDITORS	65,743	70,630	80,000	80,000	-

General Government – Human Resources

The City of Winchester's Human Resources Department administers comprehensive programs aiming to attract, motivate, and retain an efficient, diverse, and productive work force. The HR Department provides programs and services to a work force of approximately 549 full time and approximately 100 part time employees, primarily responsible for providing outstanding government services to our citizens. In addition, the HR department assists the City Manager with Risk Management by monitoring the City's insurance coverage, updating policies, filing claims, and depositing payments.

Objectives:

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

Services Provided:

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

Performance Measures:

Indicators	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Input/Output Measures					
Employment applications received*	13,855	6,046	5,260	4,200	5,000
Number of new hires (includes seasonal employees)	119	96	132	160	175

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

General Government – Human Resources

Expenditure Summary:

Expenditure by Classification	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	348,545	376,020	416,900	448,400	31,500
Contractual Services	116,015	86,828	94,000	67,500	(26,500)
Internal Services	2,866	1,892	3,000	2,000	(1,000)
Other Charges	46,673	36,652	39,200	43,400	4,200
TOTAL EXPENDITURES	514,099	501,392	553,100	561,300	8,200

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Human Resources	4.5	6.0	5.0	5.0	0
Total	4.5	6.0	5.0	5.0	0

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	208,799	256,168	289,501	311,291	21,790
Overtime	447	233	500	500	-
Part-time Classified	15,132	15,973	12,860	-	(12,860)
Part-time Non-Classified	40,615	11,914	10,700	24,000	13,300
FICA	19,597	20,981	22,798	24,004	1,206
VRS-Employer	23,951	29,654	27,797	30,460	2,663
Retirees	10,272	9,888	10,500	5,700	(4,800)
Insurance Employer	2,395	3,014	3,793	4,156	363
VA Local Disability Plan	240	563	254	275	21
Worker's Compensation	220	233	259	229	(30)
Tuition Assistance	-	-	-	5,000	5,000
Benefits Admin Fee	126	134	144	180	36
Employee Benefits	26,449	26,890	37,418	42,192	4,774
VRS Health Ins Credit	302	375	376	413	37
PERSONNEL	348,545	376,020	416,900	448,400	31,500
Medical, Dental, & Hospital	25,303	19,880	28,500	28,500	-
EAP Services	31,464	32,370	30,200	20,000	(10,200)
Other Professional Services	13,429	8,471	-	-	-
Training/Education	9,440	7,450	-	-	-

General Government – Human Resources

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Repairs & Maintenance	-	-	300	-	(300)
Computer Hardware/Software	8,150	-	-	-	-
Printing & Binding	1,805	2,033	6,000	3,000	(3,000)
Local Media	23,648	15,672	28,000	15,000	(13,000)
Food & Food Services	2,776	952	1,000	1,000	-
CONTRACTUAL SERVICES	116,015	86,828	94,000	67,500	(26,500)
Copier Charges	2,866	1,892	3,000	2,000	(1,000)
INTERNAL SERVICES	2,866	1,892	3,000	2,000	(1,000)
Postal Services	1,498	859	1,500	1,500	-
Telecommunications	470	331	1,700	1,700	-
Mileage & Transportation	208	147	1,300	1,300	-
Travel & Training	8,384	812	4,000	4,000	-
Dues & Memberships	1,640	1,504	1,100	1,600	500
Misc Charges & Fees	1,187	2,094	800	1,100	300
Background Checks	9,037	11,480	8,700	11,700	3,000
Office Supplies	6,563	2,666	4,100	4,500	400
Food & Food Service	3,386	3,057	1,000	1,000	-
Books & Subscriptions	1,563	1,643	1,000	1,000	-
Other Operating Supplies	3,116	994	3,000	3,000	-
Computer Hardware/Software	357	17	-	-	-
Awards, Plaques, Other	7,533	9,578	9,500	9,500	-
Memorials	1,731	1,470	1,500	1,500	-
OTHER CHARGES	46,673	36,652	39,200	43,400	4,200
TOTAL HUMAN RESOURCES	514,099	501,392	553,100	561,300	8,200

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
RISK MANAGEMENT					
Public Official Liability	4,475	7,015	7,500	7,500	-
General Liability	55,928	67,661	70,000	76,000	6,000
Claims & Bounties	5,000	3,000	-	-	-
OTHER CHARGES	65,403	77,676	77,500	83,500	6,000
TOTAL RISK MANAGEMENT	65,403	77,676	77,500	83,500	6,000

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	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Real Estate					
Parcels of Land	9,945	9,963	9,961	9,961	9,961
Tax Relief Applications	448	354	307	300	300
Real Estate Transfers	794	738	751	750	725
Public Service Corporations	27	26	25	25	25
Personal Property					
Vehicle Assessments	26,984	27,279	28,084	28,800	29,000
Personal Property Tax Relief Compliance	22,997	23,140	23,813	24,000	24,200
Vehicle New Registrations	9,603	10,702	9,061	10,000	10,500

General Government – Commissioner of the Revenue

Performance Measures - continued:

Indicators	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Personal Property - continued					
Vehicle Registration Deletions	4,415	3,982	3,744	3,800	3,900
Business Personal Property Assessments	2,873	3,044	3,112	3,200	3,200
Business Taxes					
Business Licenses Assessed	3,750	3,903	4,391	Yes	Yes
Excise Taxes Assessed	269	264	294	Yes	Yes
Financial Institutions	9	10	10	Yes	Yes
New Revenue: CRT Cooperation *	\$324,972	\$0	\$5,000	\$200,000	\$300,000
New Revenue: Audits *	\$287,415	\$40,000	\$75,000	\$150,000	\$200,000

* 2015: auditor vacancy due to hiring freeze

Expenditure Summary:

Expenditure by Classification	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	456,852	471,064	484,600	503,800	19,200
Contractual Services	4,439	2,895	5,100	5,250	150
Internal Services	167	747	600	600	-
Other Charges	42,659	48,949	48,000	49,450	1,450
TOTAL EXPENDITURES	504,117	523,655	538,300	559,100	20,800

Funding Sources:

Funding Sources	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Revenue from Commonwealth	100,956	104,165	105,650	106,600	950
Designated Funding Sources	100,956	104,165	105,650	106,600	950
Net General Tax Support	403,161	419,490	432,650	452,500	19,850

General Government – Commissioner of the Revenue

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Commissioner of the Revenue	8.0	8.0	8.0	8.0	0
Total	8.0	8.0	8.0	8.0	0

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	329,435	341,760	358,967	371,941	12,974
Overtime	-	225	-	-	-
Part-time Non-Classified	14,023	18,177	15,500	15,500	-
FICA	25,649	27,068	26,747	29,169	2,422
VRS-Employer	39,231	40,351	34,468	35,706	1,238
Insurance Employer	3,839	4,107	4,704	4,902	198
VA Local Disability Plan	-	209	297	461	164
Worker's Compensation	285	378	296	342	46
Benefits Admin Fee	200	186	192	288	96
Employee Benefits	44,058	38,538	43,372	45,432	2,060
VRS Health Ins Credit	132	65	57	59	2
PERSONNEL	456,852	471,064	484,600	503,800	19,200
Other Professional Services	566	440	600	600	-
Vehicle Repairs & Maintenance	-	20	-	50	50
Computer Hardware/Software	341	-	-	-	-
Printing & Binding	936	2,340	1,500	1,500	-
Local Media	112	-	500	500	-
State Computer Services	95	95	-	100	100
Billing Service	2,389	-	2,500	2,500	-
CONTRACTUAL SERVICES	4,439	2,895	5,100	5,250	150
Equipment Maintenance/Fuel	132	224	300	300	-
Equipment Parts	18	5	100	100	-
Equipment Labor	16	518	100	200	100
Copier Charges	1	-	100	-	(100)
INTERNAL SERVICES	167	747	600	600	-
Postal Services	10,532	11,637	12,000	12,500	500
Telecommunications	960	960	1,100	1,100	-
Motor Vehicle Insurance	393	278	500	500	-

General Government – Commissioner of the Revenue

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Office Equipment Lease	1,911	1,821	2,000	2,000	-
Mileage & Transportation	1,565	1,503	2,000	2,000	-
Travel & Training	5,381	6,056	6,000	6,000	-
Dues & Memberships	1,040	700	1,300	1,300	-
Misc Charges & Fees	-	57	100	100	-
Office Supplies	4,821	3,950	2,400	2,400	-
Vehicle & Equipment Fuels	15	30	100	50	(50)
Books & Subscriptions	4,501	5,564	5,500	6,000	500
Other Operating Supplies	956	4,588	3,000	3,000	-
Cigarette Tax Stamps	10,584	11,805	12,000	12,500	500
OTHER CHARGES	42,659	48,949	48,000	49,450	1,450
TOTAL COMM OF REVENUE	504,117	523,655	538,300	559,100	20,800

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	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Real Estate					
Current Collections	\$25,108,519	\$25,321,313	\$25,509,632	\$26,915,318	\$27,824,000
Collection Rate	99%	99%	99%	99%	99%
Delinquent Collections	\$1,357,230	\$1,136,909	\$899,421	\$950,000	\$1,000,000
Personal Property					
Current Collections	\$7,745,012	\$8,712,234	\$9,090,016	\$9,200,000	\$9,300,000
Collection Rate	97%	98%	98%	98%	98%
Delinquent Collections	\$420,230	\$517,171	\$646,080	\$550,000	\$600,000

Expenditure Summary:

Expenditure by Classification	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	378,496	392,074	383,200	401,925	18,725
Contractual Services	27,612	33,911	34,000	35,700	1,700
Other Charges	35,066	26,642	26,900	31,275	4,375
TOTAL EXPENDITURES	441,174	452,627	444,100	468,900	24,800

General Government - Treasurer

Funding Sources:

Funding Sources	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Miscellaneous Revenue	56,925	50,225	50,500	60,500	10,000
Revenue from Commonwealth	92,012	95,493	97,100	97,700	600
Designated Revenue	148,937	145,718	147,600	158,200	10,600
Net General Tax Support	292,237	306,909	296,500	310,700	14,200

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Treasurer	6.0	6.0	6.0	6.0	0
Total	6.0	6.0	6.0	6.0	0

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	277,489	293,386	287,155	296,611	9,456
Overtime	1,270	481	500	1,000	500
FICA	20,120	21,098	20,372	21,206	834
VRS-Employer	33,166	33,593	27,573	28,479	906
Retirees	-	-	-	4,750	4,750
Insurance Employer	3,317	3,418	3,762	3,886	124
Worker's Compensation	230	236	238	202	(36)
Benefits Admin Fee	156	144	144	216	72
Employee Benefits	42,713	39,718	43,456	45,575	2,119
VRS Health Ins Credit	35	-	-	-	-
PERSONNEL	378,496	392,074	383,200	401,925	18,725
Other Professional Services	-	6,826	3,500	3,500	-
Printing & Binding	863	942	1,000	1,200	200
Local Media	544	263	3,000	3,000	-
State Computer Services	931	937	1,000	1,000	-
Billing Service	25,274	24,943	25,500	27,000	1,500
CONTRACTUAL SERVICES	27,612	33,911	34,000	35,700	1,700

General Government - Treasurer

Expenditure Detail – continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Postal Services	8,474	10,808	9,000	10,800	1,800
Telecommunications	348	419	400	600	200
Office Equipment Lease	1,618	1,608	1,500	1,700	200
Mileage & Transportation	616	651	1,100	1,200	100
Travel & Training	2,095	1,875	3,800	4,400	600
Banking Fees	12,758	2,616	2,325	2,325	-
Dues & Memberships	245	495	625	700	75
Tax Collection Expenses	-	-	300	-	(300)
Misc Charges & Fees	2,251	1,036	1,500	1,800	300
Office Supplies	2,217	4,368	3,800	4,500	700
Books & Subscriptions	106	110	150	150	-
Other Operating Supplies	4,338	2,656	2,400	3,100	700
OTHER CHARGES	35,066	26,642	26,900	31,275	4,375
TOTAL TREASURER	441,174	452,627	444,100	468,900	24,800

General Government – Finance

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

- General accounting reviews and updates all general ledger transactions generated from other software applications, prepares and posts all monthly journal entries, reconciles all City-wide bank statements, and coordinates the annual audit.
- Budget preparation is responsible for coordinating with City departments and agencies to prepare the City's annual budget.
- Debt management works with financial advisors and bond counsel to coordinate bond issuances for new money as well as continually looks for refunding opportunities.
- Accounts receivable is responsible for reconciling outstanding receivable balances.
- Accounts payable is responsible for receiving and processing invoices for payment and generating and filing 1099 tax forms. The function is also responsible for managing unclaimed property.
- Processes payroll for 26 pay periods per calendar year for approximately 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.
- Purchasing is responsible for the direct preparation or assistance in preparing solicitations for all City projects, major purchases, and contracts. Purchasing ensures that purchases are carried out in accordance with the Virginia Public Procurement Act and City policies by processing all purchase requisitions and issuing all purchase orders.
- Real estate reassessment is the process of re-determining the assessed value of all real property for the purposes of taxation to insure that each property is valued fairly and accurately. The purpose of the general reassessment is to realign the values of real property so that equalization and current market values are obtained.

General Government – Finance

Performance Measures:

Indicators	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Output Measures					
Prepare monthly reports for City Council	12	12	12	12	12
Vendor check issued (to decrease with change in frequency of check issuances)	9,477	9,077	8,080	7,500	7,000
Electronic Funds Transfers (EFTs)	2	557	1,700	2,500	3,000
Prepare monthly and quarterly payroll reports and send to State and Federal agencies	Yes	Yes	Yes	Yes	Yes
Purchase orders issued	442	449	471	475	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 budget	Yes	Yes	Yes	Yes	Yes
Prepare City Manager’s budget that supports a results driven document to support City Council’s strategic plan	Yes	Yes	Yes	Yes	Yes

Performance Measurement Results:

The Finance department continues to meet all mandates and guidelines for the City’s financial reporting. The City’s FY 2016 CAFR was awarded a Certificate of Achievement of Excellence in Financial Reporting and the City’s FY 2017 Budget document was awarded the Distinguished Budget Presentation upon review by GFOA. Also, in FY 2014 the City’s Standard and Poor’s bond rating was upgrade to AAA, and reaffirmed in FY 2017.

General Government – Finance

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Finance	7.5	6.0	6.0	6.0	0
Total	7.5	6.0	6.0	6.0	0

Expenditure Summary:

Expenditure by Classification	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	457,324	536,219	538,200	559,200	21,000
Contractual Services	114,201	93,485	119,500	119,000	(500)
Internal Services	-	-	100	100	-
Other Charges	27,178	19,505	29,500	29,600	100
TOTAL EXPENDITURES	598,703	649,209	687,300	707,900	20,600

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	340,924	411,195	417,062	430,522	13,460
Overtime	104	66	500	500	-
Part-time Non-Classified	3,563	-	-	-	-
FICA	25,332	30,494	29,221	30,169	948
VRS-Employer	40,812	47,997	40,046	41,330	1,284
Insurance Employer	4,081	4,883	5,465	5,640	175
Worker's Compensation	285	336	344	288	(56)
Benefits Admin Fee	126	142	144	216	72
Employee Benefits	41,583	40,499	44,876	49,975	5,099
VRS Health Ins Credit	514	607	542	560	18
PERSONNEL	457,324	536,219	538,200	559,200	21,000
Other Professional Services	112,054	89,739	115,000	115,000	-
Boards/Commission Members	525	-	500	500	-
Printing & Binding	1,164	3,746	3,000	3,000	-
Local Media	458	-	1,000	500	(500)
CONTRACTUAL SERVICES	114,201	93,485	119,500	99,000	(500)

General Government – Finance

Expenditure Detail – continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Copier Charges	-	-	100	100	-
INTERNAL SERVICES	-	-	100	100	-
Postal Services	4,468	4,849	5,000	5,000	-
Telecommunications	682	886	800	900	100
Office Equipment	2,255	2,284	2,500	2,500	-
Mileage & Transportation	631	-	2,000	2,000	-
Travel & Training	5,880	1,295	5,000	5,000	-
Dues & Memberships	4,554	1,153	4,500	4,500	-
Misc Charges & Fees	1,170	2,944	1,200	1,200	-
Background Check	11	-	-	-	-
Office Supplies	2,586	2,955	3,000	3,000	-
Books & Subscriptions	238	472	500	500	-
Other Operating Supplies	4,405	2,667	5,000	5,000	-
Awards, Plaques, Other	298	-	-	-	-
OTHER CHARGES	27,178	19,505	29,500	29,600	100
TOTAL FINANCE	598,703	649,209	687,300	707,900	20,600

General Government – Innovation and Information Services

The Innovation and Information Services Department (IIS) formerly Information Technology is responsible for the City's computer systems and connecting network. IIS ensures the system is functional at all times and conducts data backup during off hours so as to minimize impacts on users. IIS 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, IIS identifies and evaluates software solutions to enhance service delivery to customers. IIS manages the City's web services to give citizens access to City information.

Performance Measures:

Indicators	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Number of Devices					
Number of workstations/computers	262	259	275	284	285
Number of laptops	95	106	121	130	150
Number of iPads/tablets	20	28	50	83	90
Number of servers (physical/virtual)	35/58	35/40	36/63	25/45	30/60
Number of network devices	47	49	69	75	76
Device Support/Network Administration					
Technical service call responses	925	1,110	1,435	1,074	1,100
Network support call responses*	249	1,744	10,728	12,625	14,000
Programming					
Web programming requests	169	82	79	89	135
Custom application support requests	27	75	51	94	100
ERP support requests	68	127	213	170	250
Reporting/query requests	32	44	42	36	40
GIS	n/a	n/a	n/a	185	225
User Administration/Security					
Support call responses	330	1,128	811	887	900

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

General Government – Innovation and Information Services

Expenditure Summary:

Expenditure by Classification	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	755,874	761,906	737,600	748,175	10,575
Contractual Services	270,447	485,965	736,415	735,005	(1,410)
Internal Services	1,832	746	1,300	3,200	1,900
Other Charges	472,751	516,559	419,385	478,820	59,435
Capital	197,040	12,108	-	-	-
TOTAL EXPENDITURES	1,697,944	1,777,284	1,894,700	1,965,200	70,500

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Innovation and Information Services	8.0	8.0	8.0	8.0	0
Total	8.0	8.0	8.0	8.0	0

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	578,901	584,691	569,805	577,337	7,532
Overtime	337	1,279	1,000	1,000	-
FICA	42,876	43,256	39,985	43,231	3,246
VRS-Employer	69,132	68,169	54,708	57,546	2,838
Insurance Employer	6,913	6,924	7,466	7,852	386
Va Local Disability Plan	68	232	280	616	336
Worker's Compensation	480	483	471	402	(69)
Benefits Admin Fee	202	184	192	288	96
Employee Benefits	56,093	55,826	62,952	59,124	(3,828)
VRS Health Ins Credit	872	862	741	779	38
PERSONNEL	755,874	761,906	737,600	748,175	10,575
Software as a Service	36,184	72,260	127,840	146,470	18,630
Other Professional Services	40,524	52,628	117,500	149,000	31,500

General Government – Innovation and Information Services

Expenditure Detail – continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Travel & Training	5,165	4,890	7,500	7,500	-
Repairs & Maintenance	8,729	23,925	14,000	-	(14,000)
Vehicle Repairs & Maintenance	-	-	200	200	-
Computer Hardware/Software	179,845	331,888	469,375	431,835	(37,540)
Printing & Binding	-	231	-	-	-
Local Media	-	143	-	-	-
CONTRACTUAL SERVICES	270,447	485,965	736,415	735,005	(1,410)
Equipment Fuel	63	51	300	300	-
Equipment Parts	375	141	300	2,000	1,700
Equipment Labor	1,088	198	300	500	200
Copier Charges	306	356	400	400	-
INTERNAL SERVICES	1,832	746	1,300	3,200	1,900
Postal Services	110	46	100	600	500
Telecommunications	124,519	112,122	107,460	119,332	11,872
Motor Vehicle Insurance	484	408	550	550	-
Mileage & Transportation	1,249	1,232	1,000	1,000	-
Travel & Training	32,397	31,317	22,530	34,182	11,652
Dues & Memberships	294	195	350	350	-
Office Supplies	869	3,721	2,000	2,000	-
Vehicle & Equipment Fuels	20	129	100	100	-
Vehicle & Equipment Supplies	-	-	50	50	-
Books & Subscriptions	6,281	6,581	8,675	15,400	6,725
Other Operating Supplies	2,778	3,826	4,000	4,650	650
Computer Hardware/Software	303,750	356,982	272,570	300,606	28,036
OTHER CHARGES	472,751	516,559	419,385	478,820	59,435
Computer Equip & Software	197,040	12,108	-	-	-
Vehicle & Equipment	-	-	-	-	-
CAPITAL	197,040	12,108	-	-	-
TOTAL INNOVATION & INFO SERVICES	1,697,944	1,777,284	1,894,700	1,965,200	70,500

General Government – Electoral Board

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

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

Funding Sources:

Funding Sources	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Revenue from Commonwealth	6,861	7,057	7,000	-	(7,000)
Designated Revenue	6,861	7,057	7,000	-	(7,000)
Net General Tax Support	37,458	33,442	158,800	-	(158,800)

Expenditure Summary:

Expenditure by Classification	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	8,897	8,108	9,075	-	(9,075)
Contractual Services	31,689	26,596	60,500	-	(60,500)
Other Charges	3,733	5,795	96,225	-	(96,225)
TOTAL EXPENDITURES	44,319	40,499	165,800	-	(165,800)

General Government – Electoral Board

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	8,258	7,526	8,424	-	(8,424)
FICA	632	576	644	-	(644)
Worker's Compensation	7	6	7	-	(7)
PERSONNEL	8,897	8,108	9,075	-	(9,075)
Other Professional Services	4,380	7,219	10,000	-	(10,000)
Temporary Help/Other	14,804	14,909	22,000	-	(22,000)
Repairs & Maintenance	8,677	-	7,500	-	(7,500)
Computer Hardware/Software	2,620	3,681	9,000	-	(9,000)
Printing & Binding	1,208	787	12,000	-	(12,000)
CONTRACTUAL SERVICES	31,689	26,596	60,500	-	(60,500)
Postal Services	393	203	800	-	(800)
Mileage & Transportation	197	657	750	-	(750)
Travel & Training	374	967	1,750	-	(1,750)
Dues & Memberships	125	-	125	-	(125)
Misc Charges & Fees	1,500	1,500	1,500	-	(1,500)
Office Supplies	250	593	1,000	-	(1,000)
Food & Food Service	130	449	300	-	(300)
Other Operating Supplies	764	1,426	90,000	-	(90,000)
OTHER CHARGES	3,733	5,795	96,225	-	(96,225)
TOTAL ELECTORAL BOARD*	44,319	40,499	165,800	-	(165,800)

*FY 2018 Expenditures combined with Office of Elections budget.

General Government – Office of Elections

The Office of Elections staff is committed to providing qualified Winchester residents the opportunity to register to vote. 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:

Indicators	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Output Measures					
Number of elections	1	2	2	2	2
Number of registered voters	14,840	15,028	15,120	15,677	16,000
Number of votes cast	5,779	24,236	19,274	60,325	40,000
Number of Officers of Election	145	140	99	129	145
Number of adds, changes, deletions & transferred out	5,400	2,999	5,525	11,700	7,000
Number of absentee ballot applications processed	353	469	367	1,488	500

Effectiveness Measures:

- Trained staff and Officers of Election on new optical scan voting system
- Successfully conducted elections with polls opening and closing on time
- Processed all UOCAVA absentee ballot applications and ballots in timely manner
- Processed all registration applications in timely manner
- Completed all list maintenance to insure accurate voter lists
- Conducted voter outreach
- Updated security plan for voting equipment
- Recruited additional Officers of Election
- Developed and conducted advanced training programs for Officers of Election
- Performed (in-house) all procedures necessary for use of electronic poll books for June 13 Primary Election, reducing expenses by not outsourcing this function.
- Processed all local candidate filings and campaign finance reports for (12) candidates

General Government – Office of Elections

Effectiveness Measures - continued:

- Administratively maintained the disposition (approval & meeting standards) of seven polling locations in the city, assuring that state and federal requirements (of polling locations) were met.

Funding Sources:

Funding Sources	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Revenue from Commonwealth	33,267	40,000	33,000	45,000	12,000
Designated Revenue	33,267	40,000	33,000	45,000	12,000
Net General Tax Support	96,169	85,289	110,300	179,400	69,100

Expenditure Summary:

Expenditure by Classification	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	125,034	117,038	133,200	144,200	11,000
Contractual Services	1,073	1,702	2,100	64,800	62,700
Other Charges	3,329	6,549	8,000	15,400	7,400
TOTAL EXPENDITURES	129,436	125,289	143,300	224,400	81,100

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Office of Elections	2.0	2.0	2.0	2.0	0
Total	2.0	2.0	2.0	2.0	0

General Government – Office of Elections

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	87,832	65,899	84,221	85,535	1,314
Overtime	1,487	922	500	500	-
Part-time Non-Classified	10,638	16,656	15,309	15,309	-
Electoral Board	-	-	-	8,424	8,424
FICA	7,402	6,107	7,628	7,991	363
VRS-Employer	9,674	8,037	8,087	8,211	124
Insurance Employer	967	821	1,103	1,120	17
VA Local Disability Plan	-	405	505	505	-
State Unemployment Tax	-	8,592	-	-	-
Worker's Compensation	82	69	83	73	(10)
Benefits Admin Fee	48	36	48	72	24
Employee Benefits	6,814	9,494	15,672	16,460	788
VRS Health Ins Credit	90	-	44	-	(44)
PERSONNEL	125,034	117,038	133,200	144,200	11,000
Other Professional Services	-	1,000	1,000	8,000	7,000
Temporary Help/Other	-	-	-	22,000	22,000
Repairs & Maintenance	229	-	300	8,500	8,200
Computer Hardware/Software	-	-	-	6,000	6,000
Printing & Binding	475	349	500	20,000	19,500
Local Media	369	353	300	300	-
CONTRACTUAL SERVICES	1,073	1,702	2,100	64,800	62,700
Postal Services	1,984	825	2,500	2,500	-
Office Equipment Lease	-	2,011	2,500	2,500	-
Mileage & Transportation	140	533	500	1,100	600
Travel & Training	267	1,326	1,000	3,500	2,500
Dues & Memberships	-	310	300	400	100
Misc Charges & Fees	-	57	-	1,500	1,500
Office Supplies	417	724	500	1,500	1,000
Food & Food Service	47	155	100	400	300
Books & Subscriptions	177	188	100	100	-
Other Operating Supplies	297	404	500	1,000	500
Computer Hardware/Software	-	16	-	900	900
OTHER CHARGES	3,329	6,549	8,000	15,400	7,400
TOTAL OFFICE OF ELECTIONS	129,436	125,289	143,300	224,400	81,100

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 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Local Revenue	72,237	79,915	75,000	80,000	5,000
Designated Revenue	72,237	79,915	75,000	80,000	5,000
Net General Tax Support	11,130	12,006	15,100	12,600	(2,500)

Expenditure Summary:

Expenditure by Classification	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	78,649	86,795	85,000	87,500	2,500
Contractual Services	924	170	200	200	-
Other Charges	3,794	4,956	4,900	4,900	-
TOTAL EXPENDITURES	83,367	91,921	90,100	92,600	2,500

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Circuit Court	1.0	1.0	1.0	1.0	0
Total	1.0	1.0	1.0	1.0	0

Judicial Administration – Circuit Court

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	57,738	65,218	64,013	65,791	1,778
FICA	4,547	5,148	5,020	5,089	69
VRS-Employer	6,904	7,503	6,135	6,316	181
Insurance Employer	690	763	839	862	23
Worker's Compensation	53	58	58	48	(10)
Benefits Admin Fee	26	24	24	36	12
Employee Benefits	8,604	7,986	8,828	9,272	444
VRS Health Ins Credit	87	95	83	86	3
PERSONNEL	78,649	86,795	85,000	87,500	2,500
Printing & Binding	924	170	200	200	-
CONTRACTUAL SERVICES	924	170	200	200	-
Postal Services	135	69	200	200	-
Telecommunications	315	728	500	500	-
Office Equipment	1,999	1,794	2,000	2,000	-
Office Supplies	444	1,246	1,000	1,000	-
Books & Subscriptions	526	552	800	800	-
Other Operating Supplies	375	567	400	400	-
OTHER CHARGES	3,794	4,956	4,900	4,900	-
TOTAL CIRCUIT COURT	83,367	91,921	90,100	92,600	2,500

Judicial Administration – General District Court/Magistrate

The Winchester-Frederick General District Court is in the Twenty-sixth Judicial District of Virginia. It has original jurisdiction over traffic infractions and misdemeanor cases for traffic and criminal divisions. This office holds preliminary hearings for felony cases and has jurisdiction over all civil cases where the amount of monies involved are \$25,000 and under. Examples of civil cases are landlord and tenant disputes, contract disputes and personal injury actions, garnishments and interrogatories. The District Court handles protective orders and mental commitment hearings. 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	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
New Cases	37,093	35,318	35,440	37,000	39,000

Expenditure Summary:

Expenditure by Classification	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	6,817	7,105	7,000	7,000	-
Contractual Services	3,380	3,968	4,400	4,600	200
Other Charges	14,875	19,759	17,700	17,700	-
TOTAL EXPENDITURES	25,072	30,832	29,100	29,300	200

Judicial Administration – General District Court/Magistrate

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Part-time Non-Classified	6,328	6,595	6,500	6,500	-
Salary Supplement	-	-	-	-	-
FICA	484	505	495	495	-
Worker's Compensation	5	5	5	5	-
PERSONNEL	6,817	7,105	7,000	7,000	-
Legal Services	-	68	300	300	-
Repairs & Maintenance	-	-	100	100	-
Contracted Parking	3,380	3,900	4,000	4,200	200
CONTRACTUAL SERVICES	3,380	3,968	4,400	4,600	200
Postal Services	9,772	9,955	10,000	10,000	-
Office Equipment	3,021	3,371	4,500	4,500	-
Travel & Training	298	273	300	300	-
Dues & Memberships	-	300	300	300	-
Office Supplies	1,510	4,741	2,000	2,000	-
Books & Subscriptions	274	233	600	600	-
Other Operating Supplies	-	886	-	-	-
OTHER CHARGES	14,875	19,759	17,700	17,700	-
TOTAL GENERAL DIST COURT	25,072	30,832	29,100	29,300	200

MAGISTRATE

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Magistrate Operating	2,411	-	-	-	-
Telecommunications	-	981	1,500	1,500	-
Office Equipment - Lease	-	994	1,000	1,000	-
Training & Education	-	124	-	500	500
Dues & Memberships	-	-	-	125	125
Office Supplies	-	519	500	500	-
Books & Subscriptions	-	-	-	250	250
Other Operating Supplies	-	89	-	175	175
OTHER CHARGES	2,411	2,707	3,000	4,050	1,050
MAGISTRATE	2,411	2,707	3,000	4,050	1,050

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 Juvenile and Domestic Relations 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 with a slight drop in recent years. We have, however, over the past months seen a huge increase in our abuse/neglect cases, which are our most difficult and time consuming cases causing us to have additional court days for those case types.

Caseload	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
New Cases	8,159	7,829	7,391	7,600	7,800
Hearing Held	17,384	16,915	16,287	16,500	17,000

Judicial Administration – Juvenile and Domestic Relations Court

Expenditure Summary:

Expenditure by Classification	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	19,643	24,086	24,600	24,600	-
Contractual Services	3,030	3,000	3,500	3,800	300
Other Charges	24,693	25,544	28,400	29,400	1,000
TOTAL EXPENDITURES	47,366	52,630	56,500	57,800	1,300

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Overtime	-	10	-	-	-
Part-time Non-Classified	18,233	22,348	22,850	22,850	-
Salary Supplements	-	-	-	-	-
FICA	1,395	1,710	1,731	1,731	-
Worker's Compensation	15	18	19	19	-
PERSONNEL	19,643	24,086	24,600	24,600	-
Legal Services	120	-	200	170	(30)
Printing & Binding	-	-	-	-	-
Contracted Parking	2,910	3,000	3,300	3,630	330
CONTRACTUAL SERVICES	3,030	3,000	3,500	3,800	300
Postal Services	13,598	15,817	15,000	16,000	1,000
Office Equipment	6,152	5,903	8,600	8,600	-
Mileage & Transportation	141	127	-	-	-
Travel & Training	418	388	500	500	-
Dues & Memberships	196	220	500	500	-
Office Supplies	3,002	2,197	3,000	3,000	-
Food & Food Service	128	180	200	200	-
Books & Subscriptions	185	185	300	300	-
Other Operating Supplies	610	264	-	-	-
Awards, Plaques, Other	263	263	300	300	-
OTHER CHARGES	24,693	25,544	28,400	29,400	1,000
TOTAL J&D RELATIONS CRT	47,366	52,630	56,500	57,800	1,300

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 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Revenue from Commonwealth	347,910	368,637	363,350	367,800	4,450
Designated Revenue	347,910	368,637	363,350	367,800	4,450
Net General Tax Support	153,835	134,274	145,550	155,600	10,050

Expenditure Summary:

Expenditure by Classification	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	465,784	471,720	470,700	483,800	13,100
Contractual Services	17,673	13,186	16,500	17,500	1,000
Other Charges	18,288	18,005	21,700	22,100	400
TOTAL EXPENDITURES	501,745	502,911	508,900	523,400	14,500

Judicial Administration – Clerk of the Circuit Court

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Clerk of the Circuit Court	8.0	8.0	8.0	8.0	0
Total	8.0	8.0	8.0	8.0	0

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	341,910	348,633	352,510	357,552	5,042
Overtime	-	2,370	-	12,000	12,000
FICA	25,146	25,924	24,574	26,283	1,709
VRS-Employer	40,869	40,961	33,849	34,325	476
Insurance Employer	3,976	4,161	4,619	4,683	64
VA Local Disability Plan	346	352	361	716	355
Worker's Compensation	283	289	291	238	(53)
Benefits Admin Fee	208	190	192	288	96
Employee Benefits	53,046	48,840	54,304	47,715	(6,589)
PERSONNEL	465,784	471,720	470,700	483,800	13,100
Accounting & Auditing	2,258	-	3,000	5,000	2,000
Other Professional Services	3,339	1,442	3,000	2,500	(500)
Repairs & Maintenance	6,510	7,160	4,500	4,000	(500)
Computer Hardware/Software	650	700	2,000	2,000	-
Printing & Binding	3,316	984	1,000	1,000	-
Contracted Parking	1,600	2,900	3,000	3,000	-
CONTRACTUAL SERVICES	17,673	13,186	16,500	17,500	1,000
Postal Services	7,390	7,467	7,000	6,000	(1,000)
Office Equipment Lease	5,855	5,874	6,400	5,400	(1,000)
Mileage & Transportation	-	280	500	1,000	500
Travel & Training	-	186	500	2,500	2,000
Dues & Memberships	495	495	500	500	-
Office Supplies	4,054	3,725	5,000	4,000	(1,000)
Food & Food Service	-	-	100	-	(100)
Books & Subscriptions	-	(22)	-	-	-
Other Operating Supplies	94	-	200	200	-
Computer Hardware/Software	400	-	1,500	2,500	1,000
OTHER CHARGES	18,288	18,005	21,700	22,100	400
CLERK OF CIRCUIT COURT	501,745	502,911	508,900	523,400	14,500

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

Judicial Administration – City Sheriff/Courthouse Security

Performance Measures:

Indicators	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Persons passing through the metal detectors	522,985	526,413	468,821	475,000	500,000
Number of days courthouse security provided	245	245	250	250	250
Civil papers served	12,908	13,184	13,312	13,500	14,000
Evictions	243	262	288	295	325
Temporary Detention Orders (mental transports)	49	77	88	90	95
Prisoner transports	208	262	205	250	300
Extraditions of prisoners	56	79	84	90	100
Miles traveled for prisoner transports, extradition and TDOs (excluding air miles)	n/a	n/a	52,803	TBD	TBD

Funding Sources:

Funding Sources	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Local Revenue	87,065	76,371	91,000	83,000	(8,000)
Revenue from Commonwealth	338,089	356,685	356,100	368,000	11,900
Designated Revenue	425,154	433,056	447,100	451,000	3,900
Net General Tax Support	785,797	1,017,198	996,600	1,060,100	63,500

Expenditure Summary:

Expenditure by Classification	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	1,083,813	1,309,581	1,264,600	1,321,700	57,100
Contractual Services	11,136	23,323	31,650	37,950	6,300
Internal Services	16,983	18,147	25,000	25,000	-
Other Charges	70,255	69,683	91,450	95,450	4,000
Capital	28,764	29,520	31,000	31,000	-
TOTAL EXPENDITURES	1,210,951	1,450,254	1,443,700	1,511,100	67,400

Judicial Administration – City Sheriff/Courthouse Security

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Sheriff	12.0	15.0	15.0	15.0	0
Courthouse Security	1.0	1.0	2.0	2.0	0
Total	13.0	16.0	17.0	17.0	0

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
City Sheriff					
Regular	566,862	646,938	710,276	734,329	24,053
Overtime	33,628	77,244	37,500	37,500	-
Part-time Non-Classified	63,639	39,222	38,349	38,349	-
FICA	49,762	57,001	58,695	59,751	1,056
VRS-Employer	66,861	75,636	68,205	70,496	2,291
VRS -LODA	10,896	12,452	12,500	12,500	-
Retirees	19,260	14,832	14,500	17,100	2,600
Insurance Employer	6,686	7,704	9,307	9,621	314
Worker's Compensation	13,204	15,461	16,566	13,822	(2,744)
Benefits Admin Fee	304	328	355	533	178
Employee Benefits	75,329	97,146	108,947	127,399	18,452
VRS Health Ins Credit	274	3	-	-	-
PERSONNEL	906,705	1,043,967	1,075,200	1,121,400	46,200
Medical, Dental, & Hospital	-	-	-	-	-
Repairs & Maintenance	3,827	1,454	5,200	5,200	-
Vehicle Repairs & Maintenance	4,837	14,489	9,000	14,500	5,500
Computer Hardware/Software	173	-	-	-	-
Printing & Binding	1,261	288	1,000	1,000	-
Local Media	-	-	250	250	-
Laundry & Dry Cleaning	570	655	200	1,000	800
CONTRACTUAL SERVICES	10,668	16,886	15,650	21,950	6,300
Equipment Maintenance/Fuel	16,964	18,123	25,000	25,000	-
Equipment Parts	19	24	-	-	-
INTERNAL SERVICES	16,983	18,147	25,000	25,000	-
Postal Services	872	842	2,000	2,000	-
Telecommunications	4,862	4,499	3,400	3,400	-

Judicial Administration – City Sheriff/Courthouse Security

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>City Sheriff - continued</i>					
Motor Vehicle Insurance	7,289	6,999	8,000	8,000	-
Office Equipment Lease	736	1,557	2,700	2,700	-
Mileage & Transportation	3,314	11,504	10,000	10,000	-
Travel & Training	6,780	3,960	6,000	10,000	4,000
Extradition of Prisoners	118	105	500	500	-
Dues & Memberships	11,124	10,481	15,000	15,000	-
Misc Charges & Fees	330	5	100	100	-
Office Supplies	2,521	1,446	2,100	2,100	-
Food & Food Service	325	497	200	200	-
Laundry & Janitorial	207	-	250	250	-
Vehicle & Equipment Fuels	3,092	2,256	3,700	3,700	-
Vehicle & Equipment Supplies	4,245	847	3,000	3,000	-
Police Supplies	14,118	10,595	17,100	17,100	-
Uniforms & Apparel	5,512	11,863	11,800	11,800	-
Books & Subscriptions	-	98	100	100	-
Other Operating Supplies	1,312	699	2,500	2,500	-
Computer Hardware/Software	245	44	-	-	-
OTHER CHARGES	67,002	68,297	88,450	92,450	4,000
Motor Vehicle & Equipment	28,764	29,520	31,000	31,000	-
CAPITAL	28,764	29,520	31,000	31,000	-
TOTAL CITY SHERIFF	1,030,122	1,176,817	1,235,300	1,291,800	56,500
<i>Courthouse Security</i>					
Regular	53,705	60,782	66,202	72,410	6,208
Overtime	20,323	70,385	10,000	10,000	-
Part-time Non-Classified	78,778	87,571	80,000	80,000	-
FICA	11,680	16,599	11,887	12,218	331
VRS-Employer	5,599	15,427	6,357	6,951	594
Insurance Employer	560	1,556	867	949	82
VA Local Disability Plan	-	132	160	166	6
Worker's Compensation	3,351	4,371	2,996	2,526	(470)
Benefits Admin Fee	27	72	48	72	24
Employee Benefits	3,083	8,686	10,848	14,972	4,124
VRS Health Ins Credit	2	33	35	36	1
PERSONNEL	177,108	265,614	189,400	200,300	10,900
Repairs & Maintenance	468	6,437	10,000	10,000	-
Computer Hardware/Software	-	-	6,000	6,000	-
CONTRACTUAL SERVICES	468	6,437	16,000	16,000	-

Judicial Administration – City Sheriff/Courthouse Security

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>Courthouse Security - continued</i>					
Other Operating Supplies	3,253	1,386	3,000	3,000	-
Uniforms & Apparel	-	-	-	-	-
OTHER CHARGES	3,253	1,386	3,000	3,000	-
TOTAL COURTHOUSE	180,829	273,437	208,400	219,300	10,900
TOTAL SHERIFF/ COURTHOUSE SECURITY	1,210,951	1,450,254	1,443,700	1,511,100	67,400

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 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Juror Services - Grand Jury	5,000	-	5,000	5,000	-
Juror Services - Criminal Jury	12,000	-	12,000	12,000	-
Juror Services - Civil Jury	9,000	-	9,000	9,000	-
OTHER CHARGES	26,000	-	26,000	26,000	-
JUROR SERVICES	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.

Performance Measures:

Cases Prosecuted	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Juvenile Court – Juvenile & Domestic	1,400	2,162	1,181	1,249	1,400
General District Court	4,345	7,577	9,280	9,350	9,500
Circuit Court	1,700	9,006	9,406	9,200	9,300
Total	7,445	18,745	19,867	19,799	20,200

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

Judicial Administration – Commonwealth Attorney

Funding Sources:

Funding Sources	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Revenue from Commonwealth	697,806	723,186	748,800	757,900	9,100
Designated Revenue	697,806	723,186	748,800	757,900	9,100
Net General Tax Support	515,707	559,854	435,100	637,800	202,700

Expenditure Summary:

Expenditure by Classification	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	1,118,972	1,088,872	1,143,400	1,178,500	35,100
Contractual Services	32,039	1,332	5,800	15,400	9,600
Other Charges	62,502	192,836	34,700	201,800	167,100
TOTAL EXPENDITURES	1,213,513	1,283,040	1,183,900	1,395,700	211,800

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Commonwealth Attorney	14.0	14.0	15.0	15.0	0
Total	14.0	14.0	15.0	15.0	0

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	847,412	829,447	885,224	914,834	29,610
Overtime	62	29	-	500	500
Part-time Non-Classified	6,818	4,447	-	-	-
FICA	62,943	60,411	64,120	65,729	1,609
VRS-Employer	99,266	94,601	84,996	87,825	2,829

Judicial Administration – Commonwealth Attorney

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Insurance Employer	9,673	9,606	11,598	11,985	387
VA local Disability Plan	251	551	935	1,084	149
State Unemployment Tax	-	8,184	-	-	-
Worker's Compensation	668	1,479	1,722	1,324	(398)
Flex Benefits Admin Fee	358	326	360	540	180
Flex Benefits -Employee	91,422	79,731	94,393	94,624	231
VRS Health Ins Credit	99	60	52	55	3
PERSONNEL	1,118,972	1,088,872	1,143,400	1,178,500	35,100
Repairs & Maintenance	4,530	1,117	4,800	5,300	500
Computer Hardware/Software	27,282	-	-	9,100	9,100
Printing & Binding	227	111	1,000	1,000	-
Contracted Parking	-	104	-	-	-
CONTRACTUAL SERVICES	32,039	1,332	5,800	15,400	9,600
Postal Services	1,738	1,841	2,000	1,900	(100)
Telecommunications	156	156	200	200	-
Office Equipment	5,418	5,071	5,300	5,300	-
Lease of Building	-	160,625	-	161,000	161,000
Mileage & Transportation	2,661	2,738	2,500	3,750	1,250
Court Witness	1,758	177	-	-	-
Travel & Training	11,902	4,158	7,000	11,950	4,950
Dues & Memberships	2,870	5,094	3,000	3,000	-
Misc Charges & Fees	198	13	-	-	-
Office Supplies	23,202	3,019	4,000	4,000	-
Food & Food Service	811	931	700	700	-
Books & Subscriptions	3,695	4,451	4,000	4,000	-
Other Operating Supplies	3,897	2,611	6,000	6,000	-
Computer Hardware/Software	4,196	1,951	-	-	-
OTHER CHARGES	62,502	192,836	34,700	201,800	167,100
TOTAL COMMONWEALTH ATTORNEY	1,213,513	1,283,040	1,183,900	1,395,700	211,800

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 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Revenue from Commonwealth	27,926	25,761	26,000	26,000	-
Revenue from Federal	77,282	92,738	119,000	119,000	-
Designated Revenue	105,208	118,499	145,000	145,000	-
Net General Tax Support	39,896	44,852	57,500	62,100	4,600

Judicial Administration – Victim Witness

Expenditure Summary:

Expenditure by Classification	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	145,104	150,211	178,821	183,400	4,579
Contractual Services	-	473	5,932	5,900	(32)
Other Charges	-	12,667	17,747	17,800	53
TOTAL EXPENDITURES	145,104	163,351	202,500	207,100	4,600

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Victim Witness	2.0	2.0	2.0	2.0	0
Total	2.0	2.0	2.0	2.0	0

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	111,498	114,094	122,604	126,066	3,462
Part-time Non-classified	-	2,855	21,060	21,060	-
FICA	8,350	8,702	10,755	10,960	205
VRS-Employer	13,328	13,451	11,780	12,094	314
Insurance Employer	1,333	1,369	1,607	1,650	43
Worker's Compensation	92	97	119	98	(21)
Benefits Admin Fee	52	48	48	72	24
Employee Benefits	10,333	9,595	10,848	11,400	552
VRS Health Ins Credit	118	-	-	-	-
PERSONNEL	145,104	150,211	178,821	183,400	4,579
Professional Services	-	-	3,232	3,200	(32)
Computer Hardware/Software	-	-	400	400	-
Printing & Binding	-	473	1,500	1,500	-
Contracted Parking	-	-	800	800	-
CONTRACTUAL SERVICES	-	473	5,932	5,900	(32)
Postal Services	-	-	1,400	1,400	-
Telecommunications	-	-	1,620	1,600	(20)

Judicial Administration – Victim Witness

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Mileage & Transportation	-	123	825	825	-
Travel & Training	-	470	4,777	4,775	(2)
Dues & Memberships	-	-	225	200	(25)
Office Supplies	-	3,623	7,700	7,700	-
Food & Food Service	-	-	200	200	-
Books & Subscriptions	-	100	-	100	100
Other Operating Supplies	-	-	1,000	1,000	-
Computer Hardware/Software	-	8,351	-	-	-
OTHER CHARGES	-	12,667	17,747	17,800	53
TOTAL VICTIM WITNESS	145,104	163,351	202,500	207,100	4,600

Public Safety – Police Department

Mission Statement

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

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

Police Department Strategies:

- Maintain high visibility in hotspot areas through foot, bike patrol, and community policing efforts.
- 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, Crisis Negotiation Team (CNT), Crisis Intervention Training (CIT), Mental Health Liaison, Civil Disturbance Team, Kids and Cops Camp, and Drug Court.
- Conduct specialized training- more in-house training, polygraph examiner, additional cell phone investigator
- Implement the Body Worn Camera (BWC) program and partner with internal and external customers.
- Continue to work with modern technology to promote efficiency within the department- implement e-citations
- Improve recruitment efforts for officers and dispatchers- numbers and diversity

Performance Measures: Outcomes/Trends

Crime Statistics	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual
Grand Theft	219	208	171	172	137
Motor Vehicle Theft	22	28	25	17	13
Robbery	17	25	15	21	15
Rape	15	21	16	7	15
Breaking & Entering	156	105	110	109	114

Public Safety – Police Department

Funding Sources:

Funding Sources	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Charges for Services	49,268	52,688	52,000	52,000	-
Recovered Costs	6,253	9,460	-	-	-
Commonwealth	858,763	883,161	896,000	1,046,000	150,000
Federal	32,598	28,234	55,000	46,000	(9,000)
Subtotal Designated Revenue	946,882	973,543	1,003,000	1,144,000	141,000
Net General Tax Support	7,805,887	8,070,637	8,144,950	8,124,800	(20,150)

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.
- Continue to learn and advance the City-wide radio system.
- Attract and retain a diverse and well-qualified applicant pool and a high-performing work force by creating a superior work environment that promotes effective leadership, teamwork, innovation, and employee well-being.

Public Safety – Police Department

Performance Measures: Outcomes/Trends

Indicators	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual
Fire & Rescue Calls for Service	5,740	5,601	5,904	6,080	6,639
Police Calls for Service	45,891	43,012	44,027	43,093	44,567
Police Dispatched Calls	19,753	19,671	19,854	18,597	18,862
911 Calls	20,684	22,161	19,296	20,808	21,682
Total Phone Calls	170,780	170,351	146,643	142,291	136,537

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Police	87	87	87	88	1.0
Animal Control	2	2	2	0	(2.0)
Emergency Communications	15	15	15	15	0
Total Full-Time	104	104	104	103	(1.0)
Total Sworn Police	76	77	77	77	0

Expenditure Summary:

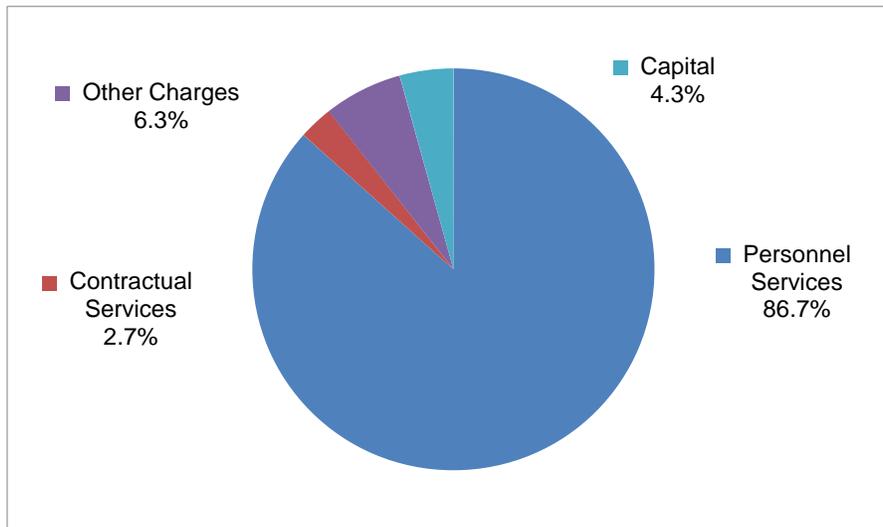
Expenditure by Division	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Police	7,640,335	7,844,110	7,979,300	8,069,200	89,900
Police Grants	47,636	135,380	49,300	191,800	142,500
Animal Warden	106,275	132,069	137,350	-	(137,350)
Emergency Communications	958,523	932,621	982,000	1,007,800	25,800
TOTAL EXPENDITURES	8,752,769	9,044,180	9,147,950	9,268,800	120,850

Public Safety – Police Department

Expenditure Summary - continued:

Expenditure by Classification	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	7,723,196	7,998,961	8,059,750	8,030,000	(29,750)
Contractual Services	297,850	211,383	254,245	254,400	155
Internal Services	30	203	300	-	(300)
Other Charges	489,427	551,563	589,655	584,400	(5,255)
Capital	242,266	282,070	244,000	400,000	156,000
TOTAL EXPENDITURES	8,752,769	9,044,180	9,147,950	9,268,800	120,850

FY 2018 Expenditures by Classification



Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Police					
Regular	4,610,298	4,719,036	4,785,433	4,869,314	83,881
Overtime	309,664	368,650	318,000	273,000	(45,000)
Part-time Non-classified	116,394	151,227	175,000	175,000	-
FICA	375,975	391,623	371,631	380,036	8,405
VRS-Employer	548,621	548,200	460,274	468,508	8,234
VRS-LODA	39,432	40,470	42,000	45,000	3,000
Retirees	35,952	32,960	35,000	28,500	(6,500)

Public Safety – Police Department

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Police - continued					
Insurance-Employer	54,866	55,725	62,691	63,932	1,241
VA Local Disability Plan	218	344	227	1,209	982
Worker's Compensation	99,697	106,347	110,855	91,194	(19,661)
Clothing Allowance	11,429	11,625	12,000	12,000	-
Tuition Assistance	1,262	-	6,000	6,000	-
Benefits Admin Fee	1,256	2,056	2,088	3,168	1,080
Employee Benefits	579,098	545,026	619,080	654,597	35,517
VRS Health Insurance Credit	6,918	6,933	6,221	6,342	121
PERSONNEL	6,791,080	6,980,222	7,006,500	7,077,800	71,300
Medical, Dental, & Hospital	5,036	918	6,500	6,500	-
Medical Examiner-Coroner	760	460	1,000	1,000	-
Interpreter Fees	13,862	14,168	20,000	20,000	-
Other Professional Services	15,458	15,637	17,045	17,000	(45)
Training/Education	860	564	-	-	-
National Guard Personnel	-	15,000	15,000	15,000	-
Repairs & Maintenance	3,808	2,701	7,000	7,000	-
Vehicle Repairs & Maintenance	91,296	99,865	115,000	115,000	-
Computer Service Contracts	20,501	-	-	-	-
Printing & Binding	4,202	4,900	6,500	6,500	-
Local Media	-	143	-	200	200
Laundry & Dry Cleaning	75	1,693	300	300	-
Probation Monitoring/ASAP	15,045	15,045	14,200	14,200	-
Food Services - Catering	1,194	1,200	1,200	1,200	-
CONTRACTUAL SERVICES	172,097	172,294	203,745	203,900	155
Parts	30	203	300	-	(300)
INTERNAL SERVICES	30	203	300	-	(300)
Electrical Services	4,406	2,796	3,500	3,500	-
Postal Services	4,703	3,726	5,000	5,000	-
Telecommunications	40,553	43,646	46,355	53,850	7,495
Motor Vehicle Insurance	43,322	43,100	44,300	44,300	-
Group Accident	310	310	500	500	-
Law Enforcement Liability	16,461	39,328	16,500	16,500	-
Office Equipment Rental	3,245	6,140	7,000	7,000	-
Mileage & Transportation	1,093	706	700	700	-
Travel & Training	22,456	23,027	25,000	45,500	20,500
NW VA Reg Drug Task Force	11,258	11,557	11,500	11,500	-
Dues & Memberships	38,962	39,751	44,500	47,100	2,600
Misc Charges & Fees	976	75	100	100	-
Background Checks	720	770	-	-	-

Public Safety – Police Department

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Police - continued					
Office Supplies	9,385	6,363	10,500	10,500	-
Food & Food Service	275	1,051	750	750	-
Landscaping/Agricultural Supplies	1,300	2,039	1,450	2,000	550
Medical & Laboratory	909	1,375	1,500	1,500	-
Laundry & Janitorial	11	-	100	100	-
Vehicle & Equipment Fuels	128,307	89,516	125,000	105,000	(20,000)
Vehicle & Equipment Supplies	2,665	2,490	2,500	2,500	-
Police Supplies	62,530	69,230	108,500	108,500	-
Uniforms & Apparel	23,025	35,340	34,500	34,500	-
Books & Subscriptions	1,731	519	1,500	3,100	1,600
Other Operating Supplies	13,884	13,580	24,000	24,000	-
Computer Supplies	1,435	66	-	-	-
K9 Dog Supplies	913	7,820	9,000	9,000	-
Awards, Plaques, Other	27	-	500	500	-
OTHER CHARGES	434,862	444,321	524,755	537,500	12,745
Machinery & Equipment	-	-	-	-	-
Motor Vehicle & Equipment	242,266	247,070	244,000	250,000	6,000
CAPITAL	242,266	247,070	244,000	250,000	6,000
TOTAL POLICE	7,640,335	7,844,110	7,979,300	8,069,200	89,900
Police Grants					
Regular	-	2,495	-	-	-
Overtime	25,198	22,357	21,500	21,500	-
Non-classified part-time	-	114	-	-	-
FICA	1,638	1,855	1,600	1,600	-
VRS-Employer	101	725	200	200	-
Insurance-Employer	1	70	-	-	-
Worker's Compensation	445	504	500	500	-
Benefits Admin Fee	-	5	-	-	-
VRS Health Insurance Credit	-	9	-	-	-
PERSONNEL	27,383	28,134	23,800	23,800	-
Other Professional Services	-	2,658	-	-	-
Repairs & Maintenance	-	-	-	-	-
CONTRACTUAL SERVICES	-	2,658	-	-	-
Lease/Rent Buildings	-	10,000	-	-	-
Travel & Training	498	-	-	-	-
Office Supplies	260	700	-	-	-

Public Safety – Police Department

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Police Grants - continued					
Police Supplies	4,122	49,978	22,000	18,000	(4,000)
Uniforms & Apparel	11,085	1,013	-	-	-
Other Operating Supplies	4,288	6,188	3,500	-	(3,500)
Computer Equipment & Supplies	-	1,709	-	-	-
OTHER CHARGES	20,253	69,588	25,500	18,000	(7,500)
Computer Hardware/Software	-	-	-	150,000	150,000
Motor Vehicle & Equipment	-	35,000	-	-	-
CAPITAL	-	35,000	-	150,000	150,000
TOTAL POLICE GRANTS	47,636	135,380	49,300	191,800	142,500
Animal Warden					
Regular	68,603	88,244	88,643	-	(88,643)
Overtime	4,331	8,867	8,000	-	(8,000)
FICA	5,497	7,351	7,285	-	(7,285)
VRS-Employer	8,310	10,314	8,511	-	(8,511)
Retirees	4,154	-	4,300	-	(4,300)
Insurance Employer	831	1,049	1,161	-	(1,161)
Worker's Compensation	1,426	1,726	1,735	-	(1,735)
Benefits Admin Fee	42	48	48	-	(48)
Employee Benefits	11,240	12,724	14,252	-	(14,252)
VRS Health Ins Credit	105	131	115	-	(115)
PERSONNEL	104,539	130,454	134,050	-	(134,050)
Medical, Dental, & Hospital	-	-	-	-	-
CONTRACTUAL SERVICES	-	-	-	-	-
Telecommunications	1,015	1,073	1,000	-	(1,000)
Travel & Training	467	190	500	-	(500)
Dues & Memberships	-	-	100	-	(100)
Office Supplies	-	-	100	-	(100)
Uniforms & Apparel	247	348	1,000	-	(1,000)
Other Operating Supplies	7	4	600	-	(600)
OTHER CHARGES	1,736	1,615	3,300	-	(3,300)
Motor Vehicle & Equipment	-	-	-	-	-
CAPITAL	-	-	-	-	-
TOTAL ANIMAL WARDEN	106,275	132,069	137,350	-	(137,350)

Public Safety – Police Department

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Emergency Communications					
Regular	504,973	527,099	599,904	626,522	26,618
Overtime	76,155	98,583	55,000	42,000	(13,000)
Part-time Non-Classified	25,935	40,472	22,942	22,942	-
FICA	44,044	49,038	51,677	52,735	1,058
VRS-Employer	60,150	61,344	57,602	61,105	3,503
Insurance Employer	6,009	6,257	7,860	8,338	478
VA Local Disability Plan	86	588	958	1,118	160
Worker's Compensation	483	521	560	694	134
Benefits Admin Fee	282	278	336	540	204
Employee Benefits	81,319	75,195	97,781	111,579	13,798
VRS Health Ins Credit	758	776	780	827	47
PERSONNEL	800,194	860,151	895,400	928,400	33,000
Other Professional Services	-	25	8,300	8,300	-
Repairs & Maintenance	703	1,252	-	-	-
Computer Hardware/Software	85,349	-	-	-	-
E911 Name/Address Service	39,701	34,744	41,800	41,800	-
Printing & Binding	-	410	400	400	-
CONTRACTUAL SERVICES	125,753	36,431	50,500	50,500	-
Postal Services	-	98	200	200	-
Telecommunications	10,760	11,690	9,805	3,805	(6,000)
Property Insurance	142	159	-	-	-
Travel & Training	5,105	4,544	5,000	5,000	-
Dues & Memberships	6,724	7,932	7,660	7,660	-
Misc Charges & Fees	-	-	-	-	-
Office Supplies	2,630	2,316	5,635	3,935	(1,700)
Food & Food Service	1,112	990	1,200	1,200	-
Vehicle & Equipment Fuels	42	54	100	100	-
Uniforms & Apparel	1,894	2,105	2,200	2,200	-
Books & Subscriptions	237	-	200	200	-
Other Operating Supplies	3,881	5,605	4,000	4,500	500
Computer Hardware/Software	-	514	-	-	-
Awards, Plaques, Other	49	32	100	100	-
OTHER CHARGES	32,576	36,039	36,100	28,900	(7,200)
TOTAL ECC	958,523	932,621	982,000	1,007,800	25,800
TOTAL POLICE DEPARTMENT	8,752,769	9,044,180	9,147,950	9,268,800	120,850

Mission Statement

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

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

Fire Department Objectives:

- Provide adequate resources for the defined core City services and service levels
- Increase the number of operationally qualified 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 and effectively
- Maintain cardiac arrest resuscitation rate
- Continue enhancements to proactive code enforcement through CRT process
- Develop a Fire and Rescue department staffing plan designed to meet NFPA 1710 standards
- Recertify all Intermediates and Paramedics in Advanced Cardiac Life Support and International Trauma Life Support
- Complete the burn building project
- Purchase a new ladder truck in coordination with Station 2
- Continue to work on our ISO rating from Class 3 to Class 2 with the ultimate goal being Class 1
- Upgrade department SCBA program

Public Safety – Fire and Rescue Department

Outcome Targets/Trends

Objectives	FY 2015		FY 2016		FY 2017		FY 2018
	Request/ Adopt	Actual	Request/ Adopt	Actual	Request/ Adopt	Actual	Request/ Goals
New Firefighters	9	2	10	2	0	0	2
Avoidable Accidents while Responding	<=2		0	TBD	0	TBD	0
OSHA Recordable Casualties	0	0	0	TBD	0	TBD	0
Unit Mobilization interval <=2 minutes	Not Captured	Not Captured	=>96%	TBD	=>96%	TBD	=>96%
Response Time Interval <=6 minutes	>96%	94.78%	=>96%	TBD	=>96%	TBD	=>96%
Total Response Time <=8 minutes	Not Captured	Not Captured	=>90%	TBD	=>90%	TBD	=>90%
All Cardiac Resuscitation Rate	>=30%	40%	=>30%	TBD	=>40%	TBD	=>40%
V-Fib/V-Tach Cardiac Resuscitation Rate	Not Captured	Not Captured	=>40%	TBD	=>40%	TBD	=>40%
V-Fib/V-Tach Hospital Discharge Rate	Not Captured	Not Captured	=>30%	TBD	=>30%	TBD	=>30%

Expenditure Summary:

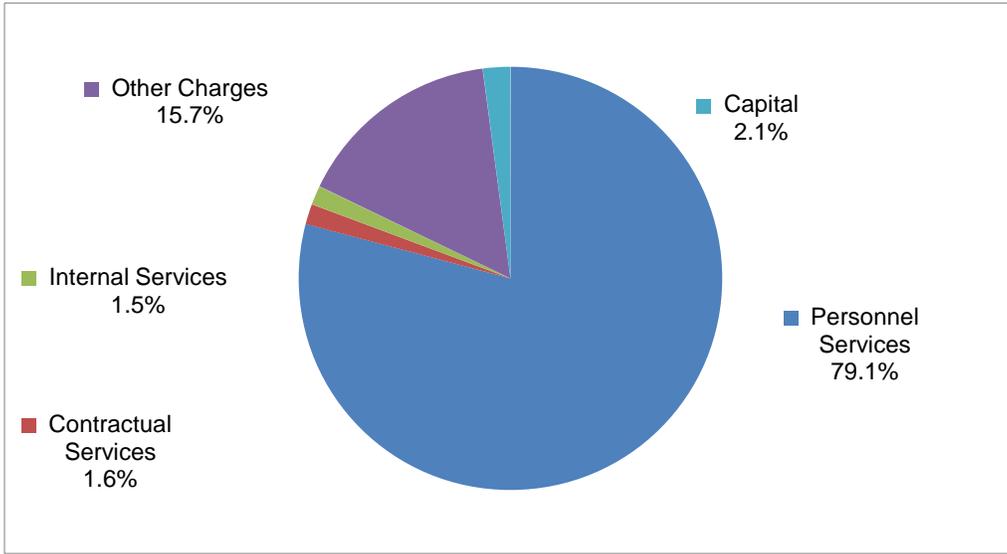
Expenditures by Division	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018
	ACTUAL	ACTUAL	ORIGINAL BUDGET	ADOPTED BUDGET	BUDGET Inc/(Dec)
Fire	5,234,312	5,566,513	5,623,700	5,664,000	40,300
Fire Grants	263,898	315,450	288,800	720,300	431,500
Hazardous Materials	50,210	52,488	61,900	63,200	1,300
TOTAL EXPENDITURES	5,548,420	5,934,451	5,974,400	6,447,500	473,100

Expenditure by Classification

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018
	ACTUAL	ACTUAL	ORIGINAL BUDGET	ADOPTED BUDGET	BUDGET Inc/(Dec)
Personnel Services	4,771,977	5,077,231	5,085,900	5,102,400	16,500
Contractual Services	106,979	128,688	92,500	100,600	8,100
Internal Services	15,072	37,819	93,500	93,500	-
Other Charges	540,636	578,925	659,500	1,016,000	356,500
Capital	113,756	111,788	43,000	135,000	92,000
TOTAL EXPENDITURES	5,548,420	5,934,451	5,974,400	6,447,500	473,100

Public Safety – Fire and Rescue Department

FY 2018 Expenditures by Classification



Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Fire	61	62	62	62	0
Total Full-Time	61.0	62.0	62.0	62.0	0
Total Firefighters	59.0	59.0	59.0	59.0	0

Public Safety – Fire and Rescue Department

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
FIRE & RESCUE					
Regular	3,180,165	3,351,851	3,457,530	3,516,390	58,860
Overtime	305,953	346,173	272,600	202,600	(70,000)
Non-classified Part-time	20,951	18,780	22,000	22,000	-
FICA	253,938	277,078	269,487	260,799	(8,688)
VRS-Employer	382,839	397,755	331,986	336,134	4,148
VRS - LODA	38,005	35,151	38,000	50,000	12,000
Retirees	36,267	31,724	37,000	45,125	8,125
Insurance-Employer	38,838	40,473	45,303	45,870	567
VA Local Disability Plan	87	142	222	147	(75)
SUTA	6,048	-	-	-	-
Worker's Compensation	109,511	154,522	158,655	124,228	(34,427)
Tuition Assistance	-	-	-	-	-
Benefits Admin Fee	1,482	1,437	1,488	2,220	732
Employee Benefits	384,785	378,954	431,833	475,734	43,901
VRS Health Insurance Credit	4,933	5,033	4,496	4,553	57
PERSONNEL	4,763,802	5,039,073	5,070,600	5,085,800	15,200
Medical, Dental, & Hospital	17,095	29,882	27,100	27,100	-
Hepatitis Maint Program	566	-	1,000	1,000	-
Other Professional Services	14,360	13,867	12,000	12,000	-
Training/Education	1,943	90	1,100	1,100	-
Repairs & Maintenance	21,198	27,828	11,400	15,000	3,600
Vehicle Repairs & Maint	5,005	4,668	2,500	7,000	4,500
Fire Apparatus Testing	1,160	1,160	1,000	1,000	-
Computer Hardware/Software	532	-	-	-	-
Printing & Binding	1,366	1,344	1,500	1,500	-
Local Media	-	-	-	-	-
Laundry & Dry Cleaning	21,359	20,956	16,300	16,300	-
Volunteer Fire Stations	-	14,417	500	500	-
Refuse Service	-	-	-	-	-
Food Services	-	-	800	800	-
CONTRACTUAL SRVS	84,584	114,212	75,200	83,300	8,100
Fuel	13,830	32,926	92,000	92,000	-
Parts	-	1,709	-	-	-
Labor	-	3,026	-	-	-
INTERNAL SERVICES	13,830	37,661	92,000	92,000	-
Electrical Services	2,276	1,886	1,800	1,800	-
Water & Sewer	34,013	10,307	25,000	-	(25,000)
Postal Services	757	733	700	700	-

Public Safety – Fire and Rescue Department

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>FIRE & RESCUE - continued</i>					
Telecommunications	7,175	7,679	4,500	4,500	-
Property Insurance	765	841	800	800	-
Motor Vehicle Insurance	3,352	3,376	4,000	4,000	-
Group Accident	13,233	16,553	14,000	14,000	-
Office Equipment	708	927	1,000	1,000	-
Mileage & Transportation	436	46	200	200	-
Travel & Training	11,471	16,746	10,000	10,000	-
Volunteer Fire Department	192,000	192,000	192,000	192,000	-
Volunteer Fireman Incentive	259	539	500	500	-
Dues & Memberships	2,433	1,918	3,800	3,800	-
Misc Charges & Fees	1,055	(2)	-	-	-
Background Checks	61	20	-	-	-
Office Supplies	5,134	3,304	3,200	3,200	-
Food & Food Service	2,225	5,767	1,000	1,000	-
Medical & Laboratory	23,421	25,899	14,000	14,000	-
Laundry & Janitorial	1,857	862	1,300	1,300	-
Vehicle & Equipment Fuels	1,985	2,059	2,000	2,000	-
Vehicle & Equipment Supplies	1,578	2,060	1,000	1,000	-
Uniforms & Apparel	24,706	25,137	34,100	34,100	-
Books & Subscriptions	1,029	1,911	4,500	4,500	-
Other Operating Supplies	37,042	54,941	23,500	23,500	-
Computer Hardware/Software	3,125	58	-	-	-
OTHER CHARGES	372,096	375,567	342,900	317,900	(25,000)
Machinery & Equipment	-	-	-	45,000	45,000
Motor Vehicle & Equipment	-	-	43,000	40,000	(3,000)
CAPITAL	-	-	43,000	85,000	42,000
TOTAL FIRE	5,234,312	5,566,513	5,623,700	5,664,000	40,300
<i>FIRE GRANTS</i>					
Regular	-	16,675	-	-	-
FICA	-	1,248	-	-	-
VRS-Employer	-	2,150	-	-	-
Insurance-Employer	-	215	-	-	-
Worker's Compensation	-	732	-	-	-
Benefits Admin Fee	-	10	-	-	-
Employee Benefits	-	-	-	-	-
VRS Health Insurance Credit	-	26	-	-	-
PERSONNEL	-	21,056	-	-	-

Public Safety – Fire and Rescue Department

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>FIRE GRANTS - continued</i>					
Repairs & Maintenance	7,100	-	-	-	-
Other Purchased Services	275	1,461			
CONTRACTUAL SRVS	7,375	1,461	-	-	-
Telecommunications	-	5,021	6,800	9,100	2,300
Travel & Training	8,142	20,739	7,000	7,000	-
Medical & Laboratory	11,078	3,518	8,500	14,100	5,600
Uniforms & Apparel	62,466	86,837	119,800	46,800	(73,000)
Books & Subscriptions	3,111	1,569	4,700	1,700	(3,000)
Other Operating Supplies	57,006	50,946	142,000	591,600	449,600
Computer Hardware/Software	964	12,515	-	-	-
OTHER CHARGES	142,767	181,145	288,800	670,300	381,500
Machinery & Equipment	113,756	111,788	-	50,000	50,000
CAPITAL	113,756	111,788	-	50,000	50,000
TOTAL FIRE GRANTS	263,898	315,450	288,800	720,300	431,500
<i>HAZARDOUS MATERIAL</i>					
Regular	5,857	12,702	11,154	12,300	1,146
FICA	448	972	955	968	13
VRS-Employer	759	1,502	1,327	1,181	(146)
Insurance Employer	76	153	133	161	28
VA Local Disability Plan	38	75	66	73	7
Worker's Compensation	5	11	9	8	(1)
Benefits Admin Fee	4	9	8	12	4
Employee Benefits	978	1,659	1,631	1,881	250
VRS Health Ins Credit	10	19	17	16	(1)
PERSONNEL	8,175	17,102	15,300	16,600	1,300
Medical, Dental, & Hospital	12,613	12,423	10,700	10,700	-
Repairs & Maintenance	917	-	1,500	1,500	-
Vehicle Repairs & Maint	890	592	5,100	5,100	-
Volunteer Fire Stations	600	-	-	-	-
CONTRACTUAL SRVS	15,020	13,015	17,300	17,300	-
Fuel	404	107	500	500	-
Parts	363	-	500	500	-
Labor	475	51	500	500	-
INTERNAL SERVICES	1,242	158	1,500	1,500	-

Public Safety – Fire and Rescue Department

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>HAZMAT - continued</i>					
Postal Services	10	13	100	100	-
Telecommunications	1,300	1,537	3,000	3,000	-
Motor Vehicle Insurance	2,166	1,936	2,400	2,400	-
Office Equipment	354	352	500	500	-
Mileage & Transportation	-	329	100	100	-
Travel & Training	1,197	2,090	1,100	1,100	-
Office Supplies	-	215	200	200	-
Food & Food Service	50	-	-	-	-
Vehicle & Equipment Fuels	81	-	100	100	-
Vehicle & Equipment Supplies	-	-	100	100	-
Books & Subscriptions	-	-	200	200	-
Other Operating Supplies	20,615	15,741	20,000	20,000	-
OTHER CHARGES	25,773	22,213	27,800	27,800	-
<hr/>					
TOTAL HAZARDOUS MATERIAL	50,210	52,488	61,900	63,200	1,300
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TOTAL FIRE DEPARTMENT	5,548,420	5,934,451	5,974,400	6,447,500	473,100

Public Safety – Juvenile and Domestic Relations Court Services

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

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

Goals and Objectives:

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

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Contracted Parking	1,685	2,300	2,400	2,400	-
CONTRACTUAL SERVICES	1,685	2,300	2,400	2,400	-
Telecommunications	215	382	250	250	-
Lease of Buildings	-	101,416	-	101,300	101,300
Office Supplies	-	-	2,400	2,400	-
Food & Food Service	391	424	400	400	-
Other Operating Supplies	-	-	50	50	-
OTHER CHARGES	606	102,222	3,100	104,400	101,300
TOTAL J & DR Court Services	2,291	104,522	5,500	106,800	101,300

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

Departmental Objectives and Strategies:

- Provide a development environment which is transparent, consistent, fair, timely and equitable for all customers (residents, homeowners, contractors, design professionals, developers, etc.).
- Attract new homeowners (young professionals and seniors) by focusing on quality of life enhancements through enforcement of Property Maintenance Code, nuisance, and residential overcrowding provisions.
- Develop and implement an aggressive and effective campaign against blight, derelict buildings and vacant properties.
- Continue to find ways to improve departmental effectiveness by achieving desired objectives with minimal departmental resources.
- Implement a strategy to improve customer service, resulting in faster building permit approval, answering of citizen inquires, and resolving nuisance and property maintenance violations.
- Increase proactive enforcement by conducting walking tours, door-to-door visits, neighborhood civic group meetings, and inspection checklists.
- Update website and improve public awareness regarding the Uniform Statewide Building Code and Property Maintenance Code as well as updating forms and creating development guides to make new development and redevelopment projects easier to understand and complete

Public Safety – Inspections

Performance Measures:

Indicators	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Output Measures					
Graffiti Abatement	28	9	32	30	25
Housing Choice Voucher	281	360	334	260	260
Nuisance	715	853	762	670	650
Overcrowding	15	35	27	20	20
Property Maintenance	284	256	235	230	230
Rental Housing	533	339	229	220	500
Vacant Building Registry	20	61	61	50	45
Zoning Violations	286	201	415	360	300
Residential Construction Value	\$6,744,491	\$15,705,059	\$16,001,040	\$26,500,000	\$7,000,000
Commercial Construction Value	\$19,336,978	\$51,870,368	\$32,435,687	\$26,000,000	\$20,000,000

Expenditure Summary:

Expenditure by Classification	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	400,008	410,920	483,000	514,100	31,100
Contractual Services	13,944	10,275	19,900	19,900	-
Internal Services	8,248	12,566	10,600	11,100	500
Other Charges	19,043	20,409	26,700	28,000	1,300
Capital					-
TOTAL EXPENDITURES	441,243	454,170	540,200	573,100	32,900

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Inspections	7.5	7.5	7.5	7.5	0
Total	7.5	7.5	7.5	7.5	0

Public Safety – Inspections

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	291,717	301,062	360,661	370,728	10,067
Overtime	-	580	250	350	100
FICA	21,613	22,249	26,951	26,786	(165)
VRS-Employer	33,917	35,715	34,656	35,590	934
Retirees	5,136	4,944	-	5,700	5,700
Insurance Employer	3,392	3,636	4,726	4,856	130
VA Local Disability Plan	2	112	368	152	(216)
Worker's Compensation	2,758	2,548	3,069	2,239	(830)
Tuition Assistance	-	-	-	500	500
Benefits Admin Fee	156	152	180	270	90
Employee Benefits	40,889	39,470	51,670	66,446	14,776
VRS Health Ins Credit	428	452	469	483	14
PERSONNEL	400,008	410,920	483,000	514,100	31,100
Vehicle Repairs & Maint	72	55	500	500	-
Mowing & Trimming	2,230	-	4,500	4,500	-
Printing & Binding	886	785	900	900	-
Clean-up Private Parcels	10,756	9,435	14,000	14,000	-
CONTRACTUAL SERV	13,944	10,275	19,900	19,900	-
Fuel	4,146	3,171	6,500	3,500	(3,000)
Parts	1,171	3,044	1,500	2,500	1,000
Labor	2,763	6,201	2,500	5,000	2,500
Copier Charges	168	150	100	100	-
INTERNAL SERVICES	8,248	12,566	10,600	11,100	500
Postal Services	5,687	5,683	7,000	5,000	(2,000)
Telecommunications	4,039	4,433	6,440	6,500	60
Motor Vehicle Insurance	3,590	2,844	3,600	3,600	-
Mileage & Transportation	-	8	50	50	-
Travel & Training	1,853	1,845	3,100	4,500	1,400
Dues & Memberships	170	250	675	600	(75)
Court Filing Fees	108	240	100	200	100
Misc Charges & Fees	10	130	50	50	-
Office Supplies	1,055	1,561	1,500	1,500	-
Vehicle & Equipment Fuels	124	69	100	100	-
Uniforms & Apparel	575	1,322	1,325	1,400	75
Books & Subscriptions	769	992	1,660	3,500	1,840
Other Operating Supplies	882	1,032	1,100	1,000	(100)
Computer Equipment	181	-	-	-	-
OTHER CHARGES	19,043	20,409	26,700	28,000	1,300
TOTAL INSPECTIONS	441,243	454,170	540,200	573,100	32,900

Public Safety – Emergency Management

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:

- Purchase, install and train personnel on MCM Radio Equipment Inventory and Maintenance Software.
- Complete all 18 Emergency Support Functions Annexes for inclusion in 2018 Emergency Operations Plan. .
- Community Emergency Response Team (CERT) – Continue to revitalize CERT program through institution of scheduled training program and inclusion of CERT members in various exercises.
- Review, edit and present to City Council for adoption the 2018 Revised Edition of the Emergency Operations Plan.
- 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 within limits of resources 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.
- Upgrade Emergency Management Technician position to the position of Deputy Coordinator and provide opportunity for the position to complete the Virginia Department of Emergency Management’s Advanced Academy.

Short Term Performance Measures - continues:

- 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 – Train staff various staff from various departments in the use of the Polycom System.
- Regional Mitigation Plan – Coordinate with the Northern Valley Regional Commission in the editing and crafting of a Regional Mitigation Plan and present same to City Council for adoption.
- Development of a Damage Assessment Plan to support Emergency Support Function 14, Long Term Recovery and Mitigation.

Long Term Performance Measures:

- Radio Communications – continue the creation, expansion and maintenance of the 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.
- Establish a Radio Communication Oversight Committee – committee will function in the capacity to review the radio communications hardware, software, evaluate overall condition, received and review requests for subscriber units and consult on budget requests as related to radio communications..
- 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 and continue an Emergency Operations Center (EOC) Training Program for City Staff creating an improved functional capability of all departments concerning EOC operations.
- Emergency Operations Center – Improve operational capabilities of the Emergency Operations Center
- Build and maintain a comprehensive Continuity of Government (COG) and supporting departmental Continuity of Operations (COOP) Plan to include the development of, maintenance of, training and exercising of the plan.

Public Safety – Emergency Management

Expenditure Summary:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Expenditure by Classification					
Personnel Services	83,103	105,327	144,000	152,500	8,500
Contractual Services	13,152	396	1,000	273,000	272,000
Internal Services	2,578	3,709	3,400	3,400	-
Other Charges	5,029	6,309	10,100	23,000	12,900
Capital	-	29,032	-	-	-
TOTAL EXPENDITURES	103,862	144,773	158,500	451,900	293,400

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Emergency Management	1.0	2.0	2.0	2.0	0
Total	1.0	2.0	2.0	2.0	0

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	15,031	37,500	84,923	88,657	3,734
Overtime	3,092	1,811	-	-	-
Part-time Non-Classified	53,972	45,596	25,000	25,000	-
FICA	5,377	6,133	8,378	8,107	(271)
VRS-Employer	1,666	4,420	8,154	8,511	357
Insurance Employer	167	450	1,113	1,162	49
VA Local Disability Plan	83	222	510	499	(11)
Worker's Compensation	265	41	91	345	254
Benefits Admin Fee	10	24	48	72	24
Employee Benefits	3,419	9,074	15,672	20,032	4,360
VRS Health Insurance Credit	21	56	111	115	4
PERSONNEL	83,103	105,327	144,000	152,500	8,500
Repairs & Maintenance	12,260	-	-	272,000	272,000
Printing & Binding	892	396	1,000	1,000	-
CONTRACTUAL SERVICES	13,152	396	1,000	273,000	272,000

Public Safety – Emergency Management

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Fuel	598	676	700	700	-
Parts	707	921	1,200	1,200	-
Labor	1,273	2,112	1,500	1,500	-
INTERNAL SERVICES	2,578	3,709	3,400	3,400	-
Electrical Services	-	950	-	4,200	4,200
Postal Services	100	13	100	950	850
Telecommunications	1,164	1,663	2,000	2,000	-
Motor Vehicle Insurance	1,185	1,091	1,600	1,600	-
Office Equipment	162	225	400	400	-
Mileage & Transportation	114	-	500	750	250
Travel & Training	-	1,293	1,000	2,000	1,000
Dues & Memberships	75	-	200	350	150
Office Supplies	848	102	1,200	1,200	-
Food & Food Service	-	118	100	100	-
Vehicle & Equipment Fuels	-	-	100	1,000	900
Uniforms	-	-	-	750	750
Vehicle & Equipment Supplies	120	-	400	400	-
Other Operating Supplies	1,261	854	2,500	7,300	4,800
OTHER CHARGES	5,029	6,309	10,100	23,000	12,900
Motor Vehicle & Equipment	-	29,032	-	-	-
CAPITAL	-	29,032	-	-	-
TOTAL EMERGENCY MGMT	103,862	144,773	158,500	451,900	293,400

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 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Expenditure by Classification					
Personnel Services	-	82,261	112,900	170,900	58,000
Contractual Services	78,538	78,056	98,500	106,500	8,000
Other Charges	15,625	14,064	20,400	14,600	(5,800)
TOTAL EXPENDITURES	94,163	174,381	231,800	292,000	60,200

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Streets	0	0	1	1	0
Storm Drainage	0	1	1	1	0
Total	0	1.0	2.0	2.0	0

Public Works – Streets/Storm Drainage

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>STREETS</i>					
Regular	-	7,757	22,500	45,318	22,818
Overtime	-	20,181	-	22,000	22,000
FICA	-	2,095	1,741	5,521	3,780
VRS-Employer	-	1,555	2,160	4,350	2,190
Insurance Employer	-	118	295	594	299
VA Local Disability Plan	-	9	135	31	(104)
Worker's Compensation	-	1,182	25	1,286	1,261
Benefits Admin Fee	-	11	12	36	24
Employee Benefits	-	-	2,500	5,700	3,200
VRS Health Ins Credit	-	13	32	64	32
PERSONNEL	-	32,921	29,400	84,900	55,500
Repairs & Maintenance	30	-	-	-	-
Landscaping	13,200	16,130	27,000	35,000	8,000
Laundry & Dry Cleaning	1,258	-	1,500	1,500	-
Refuse Service	120	-	-	-	-
CONTRACTUAL SERV	14,608	16,130	28,500	36,500	8,000
Electrical Services	726	-	2,400	-	(2,400)
General Liability Insurance	10,625	8,391	11,000	9,000	(2,000)
Rental Equipment	-	1,427	1,000	1,000	-
Landscaping/Agricultural	-	171	-	200	200
Laundry & Janitorial	-	105	-	200	200
Repair & Maintenance	-	816	-	1,000	1,000
Uniforms & Apparel	1,274	154	3,000	200	(2,800)
OTHER CHARGES	12,625	11,064	17,400	11,600	(5,800)
TOTAL STREETS	27,233	60,115	75,300	133,000	57,700
<i>STORM DRAINAGE</i>					
Regular	-	36,453	61,886	63,605	1,719
FICA	-	2,621	4,458	4,535	77
VRS-Employer	-	4,407	5,942	6,106	164
Insurance Employer	-	450	811	833	22
Worker's Compensation	-	30	51	42	(9)
Benefits Admin Fee	-	15	24	36	12
Employee Benefits	-	5,308	10,248	10,760	512
VRS Health Ins Credit	-	56	80	83	3
PERSONNEL	-	49,340	83,500	86,000	2,500

Public Works – Streets/Storm Drainage

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>Storm Drainage - continued</i>					
Engineering & Architect	63,930	61,926	20,000	20,000	-
Professional Services	-	-	50,000	50,000	-
CONTRACTUAL SERVICES	63,930	61,926	70,000	70,000	-
Misc Charges & Fees	3,000	3,000	3,000	3,000	-
OTHER CHARGES	3,000	3,000	3,000	3,000	-
TOTAL STORM DRAINAGE	66,930	114,266	156,500	159,000	2,500
TOTAL	94,163	174,381	231,800	292,000	60,200

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 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Expenditure by Classification					
Personnel Services	31,086	13,599	40,100	40,800	700
Contractual Services	42,390	37,359	32,000	32,000	-
Internal Services	4,117	5,561	5,000	5,000	-
Other Charges	34,134	34,593	34,400	26,400	(8,000)
TOTAL EXPENDITURES	111,727	91,112	111,500	104,200	(7,300)

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Loudoun Mall	1.0	1.0	1.0	1.0	0
Total	1.0	1.0	1.0	1.0	0

Public Works – Loudoun Mall

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	23,055	9,430	26,104	26,776	672
Part-time Non-classified	2,668	1,924	4,000	4,000	-
FICA	1,942	862	2,332	2,309	(23)
VRS-Employer	2,640	1,038	2,506	2,575	69
Insurance Employer	264	104	342	352	10
Worker's Compensation	469	223	696	451	(245)
Benefits Admin Fee	16	6	18	27	9
Employee Benefits	-	-	4,068	4,275	207
VRS Health Ins Credit	32	12	34	35	1
PERSONNEL	31,086	13,599	40,100	40,800	700
Repairs & Maintenance	29,190	20,589	17,000	17,000	-
Landscaping	13,200	16,770	15,000	15,000	-
CONTRACTUAL SERV	42,390	37,359	32,000	32,000	-
Fuel	2,339	2,360	3,000	3,000	-
Parts	481	377	1,000	1,000	-
Labor	1,297	2,824	1,000	1,000	-
INTERNAL SERVICES	4,117	5,561	5,000	5,000	-
Electrical Services	11,735	14,314	12,000	12,000	-
Water & Sewer	11,830	5,174	8,000	-	(8,000)
Landscaping/Agricultural	-	-	2,000	2,000	-
Laundry & Janitorial	2,791	2,949	3,000	3,000	-
Repairs & Maintenance	5,263	11,135	7,000	7,000	-
Other Operating Supplies	1,491	-	900	900	-
Chemicals	1,024	1,021	1,500	1,500	-
OTHER CHARGES	34,134	34,593	34,400	26,400	(8,000)
TOTAL LOUDOUN MALL	111,727	91,112	111,500	104,200	(7,300)

Public Works – Refuse & Recycling

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

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

Goals and Objectives:

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

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

Indicators	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Output Measures					
Refuse Collected (tons)	6,608	6,451	6,452	6,500	6,500
Recycling Collected (tons)	3,077	3,088	2,970	3,000	3,000

Expenditure Summary:

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Expenditure by Classification					
Personnel Services	938,827	915,145	950,000	945,100	(4,900)
Contractual Services	250,914	254,066	270,000	278,000	8,000
Internal Services	150,112	159,322	181,000	181,000	-
Other Charges	68,146	65,875	71,200	73,400	2,200
Capital	160,000	-	200,000	200,000	-
TOTAL EXPENDITURES	1,567,999	1,394,408	1,672,200	1,677,500	5,300

Public Works – Refuse & Recycling

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Refuse	18.5	18.5	18.5	18.0	(0.5)
Total	18.5	18.5	18.5	18.0	(0.5)

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	640,301	639,547	661,260	643,222	(18,038)
Overtime	5,423	6,494	7,500	7,500	-
Part-time Non-classified	2,234	-	6,115	6,115	-
FICA	48,465	48,712	49,569	47,999	(1,570)
VRS-Employer	76,435	74,085	64,141	61,749	(2,392)
Retirees	5,136	4,944	-	5,700	5,700
Insurance Employer	7,651	7,561	8,664	8,425	(239)
VA Local Disability Plan	251	478	500	1,045	545
Worker's Compensation	24,565	25,122	26,472	22,675	(3,797)
Benefits Admin Fee	471	421	442	655	213
Employee Benefits	126,931	106,841	124,478	139,178	14,700
VRS Health Ins Credit	964	940	859	837	(22)
PERSONNEL	938,827	915,145	950,000	945,100	(4,900)
Employment Agencies	-	-	3,500	3,500	-
Repairs & Maintenance	521	3,297	2,500	3,500	1,000
Vehicle Repairs & Maint	71,785	30,097	11,500	11,500	-
Printing & Binding	529	3,479	1,000	1,000	-
Local Media	1,723	1,444	1,000	1,500	500
Laundry & Dry Cleaning	4,791	11,497	5,500	12,000	6,500
Sanitary Landfill Usage	171,565	204,252	245,000	245,000	-
CONTRACTUAL SERV	250,914	254,066	270,000	278,000	8,000
Fuel	59,540	41,088	60,000	60,000	-
Parts	35,184	45,749	42,000	42,000	-
Labor	55,388	72,485	79,000	79,000	-
INTERNAL SERVICES	150,112	159,322	181,000	181,000	-
Postal Services	1,181	1,454	1,000	1,000	-
Telecommunications	2,758	2,788	3,000	3,000	-
Motor Vehicle Insurance	7,992	7,884	8,500	8,500	-

Public Works – Refuse & Recycling

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Office Equipment Rental	1,081	1,992	900	1,300	400
Mileage & Transportation	-	4	500	500	-
Travel & Training	105	1,782	1,000	1,000	-
Misc Charges & Fees	152	17	-	-	-
Recycling Processing	17,120	18,068	20,000	20,000	-
Office Supplies	232	389	500	500	-
Food & Food Service	1,171	1,252	1,000	1,300	300
Medical & Laboratory	3,218	3,121	3,000	3,000	-
Laundry & Janitorial	920	1,558	1,000	1,000	-
Repairs & Maintenance	-	81	100	100	-
Vehicle & Equipment Fuels	4,217	31	-	-	-
Vehicle & Equipment	2,406	8,134	500	2,000	1,500
Uniforms & Apparel	11,032	16,718	15,000	15,000	-
Books & Subscriptions	444	183	200	200	-
Other Operating Supplies	14,117	419	15,000	15,000	-
OTHER CHARGES	68,146	65,875	71,200	73,400	2,200
Motor Vehicle & Equipment	160,000	-	200,000	200,000	-
CAPITAL	160,000	-	200,000	200,000	-
TOTAL REFUSE	1,567,999	1,394,408	1,672,200	1,677,500	5,300

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 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Expenditure by Classification					
Personnel Services	607,499	631,024	648,300	667,300	19,000
Contractual Services	368,756	397,083	344,900	291,300	(53,600)
Internal Services	4,691	7,970	6,000	7,000	1,000
Other Charges	839,077	824,929	845,200	946,400	101,200
Capital	16,660	-	-	-	-
TOTAL EXPENDITURES	1,836,683	1,861,006	1,844,400	1,912,000	67,600

Public Works – Facilities Maintenance

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
JJC	4.0	4.0	3.0	3.0	0
Facilities Maintenance	9.0	11.0	12.0	12.0	0
Total	13.0	15.0	15.0	15.0	0

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Joint Judicial Center (JJC)					
Regular	100,353	87,333	82,819	85,119	2,300
Overtime	2,694	455	1,000	1,000	-
Part-time Non-classified	2,532	773	-	-	-
FICA	7,441	6,322	5,867	6,143	276
VRS-Employer	11,852	10,195	7,952	8,171	219
Insurance Employer	1,185	1,036	1,085	1,115	30
VA Local Disability Plan	375	311	292	299	7
Worker's Compensation	1,328	1,474	1,490	1,209	(281)
Benefits Admin Fee	101	81	77	115	38
Employee Benefits	22,551	17,156	17,318	18,126	808
VRS Health Ins Credit	147	120	100	103	3
PERSONNEL	150,559	125,256	118,000	121,400	3,400
Other Professional Services	-	-	-	-	-
Repairs & Maintenance	84,413	84,502	222,000	120,000	(102,000)
Mowing & Trimming	358	-	300	300	-
Laundry & Dry Cleaning	-	-	-	-	-
CONTRACTUAL SERV	84,771	84,502	222,300	120,300	(102,000)
Electrical Services	104,667	130,618	126,100	135,000	8,900
Heating Services	27,081	18,987	35,000	35,000	-
Water & Sewer	26,156	24,124	27,000	30,000	3,000
Telecommunications	29,600	36,404	30,000	36,000	6,000
Property Insurance	14,766	10,283	15,000	15,000	-
General Liability Insurance	1,323	1,370	1,500	1,500	-
Office Supplies	3,840	-	6,000	500	(5,500)
Food & Food Service	123	450	-	500	500
Landscaping/Agricultural	-	-	300	300	-
Laundry & Janitorial	9,865	12,959	15,000	15,000	-

Public Works – Facilities Maintenance

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
JJC - continued					
Repairs & Maintenance	25,601	23,784	20,000	20,000	-
Vehicle & Equipment Fuels	-	1,050	-	-	-
Other Operating Supplies	3,354	759	1,000	1,000	-
Chemicals	1,129	-	4,000	1,000	(3,000)
OTHER CHARGES	247,505	260,788	280,900	290,800	9,900
TOTAL JJC	482,835	470,546	621,200	532,500	(88,700)
Facilities Maintenance					
Regular	311,969	359,505	373,855	393,389	19,534
Overtime	12,807	9,734	14,000	3,500	(10,500)
FICA	24,052	28,096	28,698	30,399	1,701
VRS-Employer	37,302	41,821	35,897	37,767	1,870
Insurance Employer	3,731	4,253	4,898	5,153	255
VA Local Disability Plan	252	557	780	948	168
Worker's Compensation	5,942	6,938	7,184	5,852	(1,332)
Benefits Admin Fee	244	258	280	423	143
Employee Benefits	60,170	54,077	64,222	67,958	3,736
VRS Health Ins Credit	471	529	486	511	25
PERSONNEL	456,940	505,768	530,300	545,900	15,600
Medical, Dental, & Hospital	610	-	-	-	-
Other Professional Services	229	2,378	-	-	-
Repairs & Maintenance	279,993	304,781	120,000	170,000	50,000
Vehicle Repairs & Maint	1,170	4,295	1,000	1,000	-
Printing & Binding	-	33	-	-	-
Local Media	658	944	-	-	-
Laundry Dry Cleaning	1,325	150	1,600	-	(1,600)
CONTRACTUAL SERV	283,985	312,581	122,600	171,000	48,400
Fuel	3,893	3,186	4,000	4,000	-
Parts	269	2,489	1,000	1,000	-
Labor	529	2,295	1,000	2,000	1,000
INTERNAL SERVICES	4,691	7,970	6,000	7,000	1,000
Electrical Services	165,461	138,692	134,500	140,000	5,500
Heating Services	26,792	13,757	30,000	30,000	-
Water & Sewer	12,457	13,417	13,000	83,800	70,800
Telecommunications	45,633	54,498	42,000	55,000	13,000
Property Insurance	31,366	33,951	35,000	35,000	-
Motor Vehicle Insurance	2,431	2,054	2,900	2,900	-

Public Works – Facilities Maintenance

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Fac Maint - continued					
Building Rent	246,585	253,079	252,000	254,000	2,000
Travel & Training	2,503	4,067	4,000	4,000	-
Dues & Memberships	329	329	-	-	-
Office Supplies	370	640	1,000	1,000	-
Food & Food Service	89	96	100	100	-
Landscaping/Agricultural	2,365	450	1,000	1,000	-
Laundry & Janitorial	15,823	15,377	15,000	15,000	-
Repairs & Maintenance	32,484	24,805	27,000	27,000	-
Vehicle & Equipment Fuel	480	1,526	500	500	-
Vehicle & Equipment	243	-	500	500	-
Uniforms & Apparel	2,334	3,073	3,500	3,500	-
Other Operating Supplies	3,727	3,679	1,800	1,800	-
Chemicals	100	-	500	500	-
Computer Equipment	-	651	-	-	-
OTHER CHARGES	591,572	564,141	564,300	655,600	91,300
Motor Vehicle & Equipment	-	-	-	-	-
Machinery & Equipment	16,660	-	-	-	-
CAPITAL	16,660	-	-	-	-
Facilities Maintenance	1,353,848	1,390,460	1,223,200	1,379,500	156,300
TOTAL FACILITIES MAINT	1,836,683	1,861,006	1,844,400	1,912,000	67,600

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 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Real Estate Tax Relief	238,345	238,425	250,000	250,000	-
OTHER CHARGES	238,345	238,425	250,000	250,000	-
TOTAL TAX RELIEF	238,345	238,425	250,000	250,000	-

Parks, Recreation & Cultural – Parks & Recreation

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

Goals and Objectives:

- 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 through training opportunities 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.
- Create increased communications and working relationships between the Parks Foundation and the Parks & Recreation Advisory Board
- Pursue implementation of field maintenance program to improve quality of fields enhancing athletic opportunities.
- Conduct a thorough review of all programs and determine which if any programs should be continued or revised.
- Conduct a survey of all programs and facilities with the goal of identifying gaps and how such gaps may be addressed.
- Survey all parks and determine what areas that are not currently utilized may be considered for utilization by various parks programs.
- 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.
- Resurface and repair leaks in Outdoor Aquatics Facility.
- Evaluate all Aquatics Facilities and determine identify maintenance issues, renovations and expansions based on community needs.

Parks, Recreation & Cultural – Parks & Recreation

Performance Measures:

Indicators	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Output Measures					
Number of seasonal Pavilion rentals	493	574	390	390	400
Number of rental hours for athletic fields, courts, and tracks	11,279	8,072	8,576	7,969	8,000
Number of staff hours spent on special events	1,500	1,500	1,500	1,500	1,500
Number of Park Maintenance staff hours spent mowing all assigned Park/City locations	1,800	1,800	1,825	1,825	1,825
Number of Community Recreation Program offerings	107	179	190	225	240
Number of Memberships	n/a	161	191	193	210
Number of Park Participants	n/a	39,000	38,000	38,000	38,000
Service Quality					
Winchester Parks & Recreation is open for 360 days per year, 14 hours per day average	Yes	Yes	Yes	Yes	Yes
Park Maintenance athletic field training & independent field maintenance	Yes	Yes	Yes	Yes	Yes
Provide safe, comprehensive, quality recreation programs, facilities and services	Yes	Yes	Yes	Yes	Yes
Offering new affordable Community Recreation programs	Yes	Yes	Yes	Yes	Yes
Expansion of Community Rec programs focusing on Teens and Seniors based on 2015 Needs Assessment	n/a	n/a	Yes	Yes	Yes

Staffing Summary:

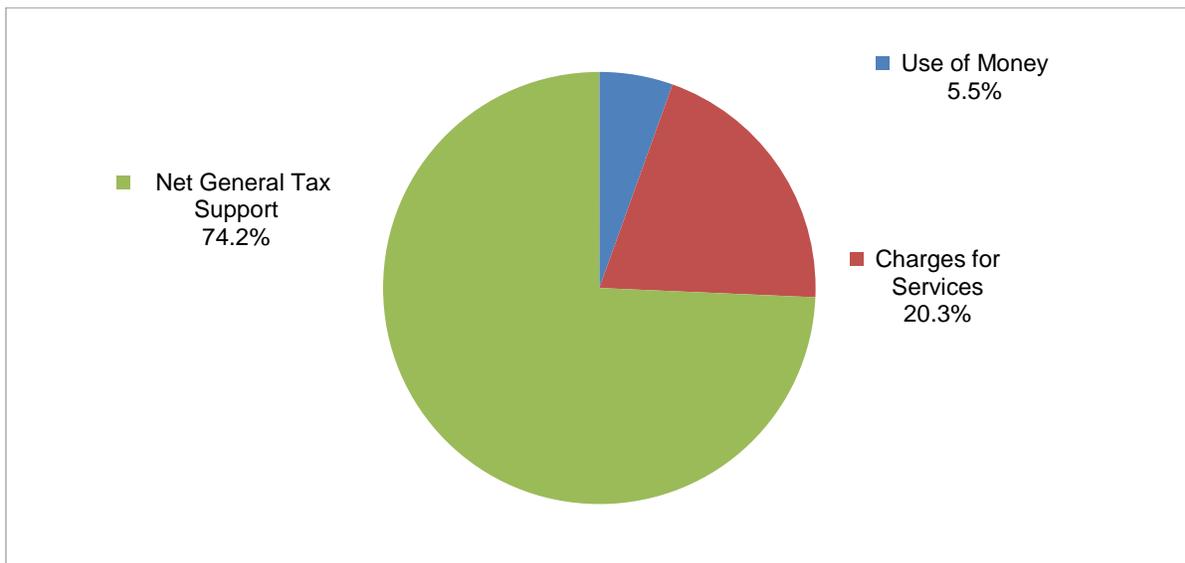
Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Supervision Division	6.5	6.0	5.0	5.0	0
Maintenance Division	11.0	11.0	11.0	11.0	0
Indoor Pool Division	2.0	2.0	2.0	2.0	0
Child Care Division	3.0	3.0	3.0	3.0	0
Athletics Division	2.0	2.0	2.0	2.0	0
Total	24.5	24.0	23.0	23.0	0

Parks, Recreation & Cultural – Parks & Recreation

Revenue Sources:

Revenue Sources	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Use of Money	133,178	157,911	155,000	155,000	-
Charges for Services	531,870	552,163	571,300	569,300	(2,000)
Miscellaneous Revenue	4,679	2,485	-	-	-
Recovered Costs	894	1,169	-	-	-
Federal Revenue	4,067	4,058	4,000	4,000	-
Subtotal Designated Revenue	674,688	717,786	730,300	728,300	(2,000)
Net General Tax Support	1,990,658	1,560,653	2,010,500	2,096,600	86,100

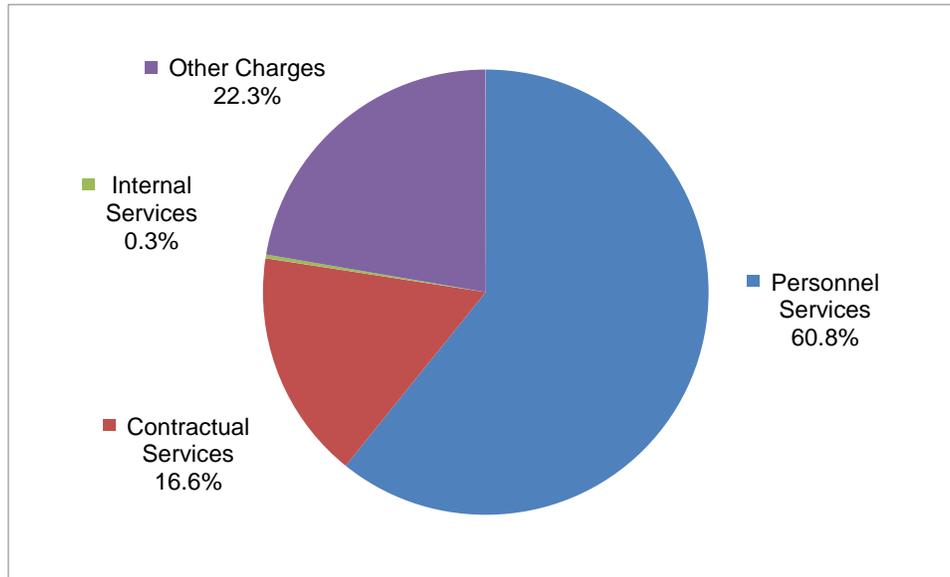
FY 2018 Revenue Sources



Expenditure Summary:

Expenditure by Classification	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	1,558,699	1,417,750	1,685,700	1,717,800	32,100
Contractual Services	397,825	260,575	423,400	469,850	46,450
Internal Services	1,533	13,704	7,500	7,500	-
Other Charges	685,189	569,258	624,200	629,750	5,550
Capital	22,100	17,152	-	-	-
TOTAL EXPENDITURES	2,665,346	2,278,439	2,740,800	2,824,900	84,100

FY 2018 Expenditures by Classifications



Expenditure Summary - continued:

Expenditure by Division	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Parks Supervision	582,586	332,165	451,500	455,800	4,300
Special Events Trolley	1,730	1,689	14,500	12,100	(2,400)
Parks Maintenance	937,204	867,720	958,250	981,600	23,350
Community Recreation	18,005	27,796	22,750	34,300	11,550
Outdoor Swimming Pool	115,521	98,266	178,200	177,900	(300)
Indoor Swimming Pool	244,283	257,918	275,000	315,800	40,800
War Memorial & Additions	391,050	323,141	406,500	401,200	(5,300)
School Age Child Care	193,753	197,117	221,200	229,900	8,700
Athletic Programs	181,214	172,627	212,900	216,300	3,400
TOTAL EXPENDITURES	2,665,346	2,278,439	2,740,800	2,824,900	84,100

Parks, Recreation & Cultural – Parks & Recreation

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>SUPERVISION</i>					
Regular	299,334	160,727	276,336	283,383	7,047
Overtime	10,884	32,039	500	500	-
Part-time Non-Classified	7,247	7,557	-	-	-
FICA	23,472	14,997	21,199	21,645	446
VRS-Employer	33,343	17,257	26,533	27,170	637
Retirees	5,136	412	-	-	-
Insurance-Employer	3,334	1,772	3,621	3,713	92
VA Local Disability Plan	99	-	891	228	(663)
Worker's Compensation	1,376	1,594	4,309	3,497	(812)
Benefits Admin Fee	152	82	120	180	60
Employee Benefits	46,626	25,815	37,332	34,815	(2,517)
VRS Health Insurance Credit	420	219	359	369	10
PERSONNEL	431,423	262,471	371,200	375,500	4,300
Other Professional Services	26,895	5,065	6,400	6,400	-
Printing & Binding	38,796	24,613	24,000	24,000	-
Local Media	11,218	348	2,900	2,900	-
Food Services	6,739	-	-	-	-
CONTRACTUAL SERV	83,648	30,026	33,300	33,300	-
Postal Services	6,394	7,962	7,900	7,900	-
Telecommunications	2,694	1,252	2,600	2,600	-
Office Equipment Rental	7,551	6,927	6,500	6,500	-
Mileage	35	194	200	200	-
Travel & Training	1,778	-	2,000	2,000	-
Other Payments/Contributions	-	2,000	2,000	2,000	-
Dues & Memberships	1,538	210	1,600	1,600	-
Misc Charges & Fees	19,877	13,598	11,800	11,800	-
Office Supplies	3,516	4,704	5,800	5,800	-
Food & Food Service	2,546	329	400	400	-
Uniforms & Apparel	47	91	-	-	-
Books & Subscriptions	501	583	500	500	-
Other Operating Supplies	3,908	1,759	5,700	5,700	-
Merchandise for Resale	16,591	-	-	-	-
Awards, Plaques, Other	539	59	-	-	-
OTHER CHARGES	67,515	39,668	47,000	47,000	-
TOTAL SUPERVISION	582,586	332,165	451,500	455,800	4,300

Parks, Recreation & Cultural – Parks & Recreation

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>SPECIAL EVENTS TROLLEY</i>					
Part-time	177	-	3,160	1,000	(2,160)
FICA	14	2	239	89	(150)
VRS-Employer	-	1	-	-	-
Worker's Compensation	6	1	101	11	(90)
PERSONNEL	197	4	3,500	1,100	(2,400)
Vehicle Repairs & Maint	-	-	2,000	2,000	-
CONTRACTUAL SERV	-	-	2,000	2,000	-
Fuel	154	111	3,000	3,000	-
Parts	466	668	1,000	1,000	-
Labor	913	862	3,500	3,500	-
INTERNAL SERVICES	1,533	1,641	7,500	7,500	-
Vehicle Repair & Maint	-	44	1,500	1,500	-
OTHER CHARGES	-	44	1,500	1,500	-
TOTAL TROLLEY	1,730	1,689	14,500	12,100	(2,400)
<i>MAINTENANCE</i>					
Regular	277,085	301,622	348,353	355,835	7,482
Overtime	7,636	12,280	5,000	10,000	5,000
Part-time Non-Classified	60,157	34,670	65,000	65,000	-
FICA	25,928	26,373	32,239	33,582	1,343
VRS-Employer	32,940	34,246	33,447	34,161	714
Retirees	5,136	4,944	5,000	-	(5,000)
Insurance-Employer	3,294	3,480	4,564	4,661	97
VA Local Disability Plan	163	342	823	726	(97)
Worker's Compensation	6,312	7,753	10,579	10,424	(155)
Flex Benefits - Admin Fee	226	224	264	396	132
Flex Benefits - Employee	50,120	49,335	62,769	74,903	12,134
VRS Health Insurance Credit	415	433	462	462	-
PERSONNEL	469,412	475,702	568,500	590,150	21,650
Other Professional Services	3,323	-	1,800	1,800	-
Repairs & Maintenance	101,986	62,526	96,950	96,950	-
Landscaping	3,800	2,246	3,000	3,000	-
Vehicle Repair & Maint	9,888	10,230	24,350	24,350	-
Printing & Binding	4,797	867	1,000	1,000	-

Parks, Recreation & Cultural – Parks & Recreation

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>Maintenance - continued</i>					
Sanitary Landfill Usage	2,356	2,106	4,500	4,500	-
Refuse Service	5,000	5,775	5,000	5,000	-
CONTRACTUAL SERV	131,150	83,750	136,600	136,600	-
Equipment Maint/Fuel	-	210	-	-	-
Equipment Maint/Parts	-	5,921	-	-	-
Equipment Maint/Labor	-	5,932	-	-	-
INTERNAL SERVICES	-	12,063	-	-	-
Electrical Services	80,652	81,708	50,000	85,000	35,000
Heating Services	2,448	2,176	2,200	2,200	-
Water & Sewer	43,926	48,699	22,300	-	(22,300)
Telecommunications	5,263	5,755	6,200	6,200	-
Property Insurance	16,299	16,727	16,000	16,000	-
Motor Vehicle Insurance	6,612	5,332	7,500	7,500	-
Equipment Rental	12,942	12,610	10,950	10,950	-
Travel & Training	1,723	499	4,350	4,350	-
Dues & Memberships	-	350	150	150	-
Misc Charges & Fees	3	-	100	100	-
Food & Food Service	68	-	500	500	-
Landscaping/Agricultural	39,226	37,052	40,000	40,000	-
Medical & Laboratory	-	-	250	250	-
Laundry & Janitorial Services	10,520	9,721	7,000	7,000	-
Building Repair & Maint	49,763	29,357	30,750	30,750	-
Vehicle & Equipment Fuels	21,717	15,993	28,000	17,000	(11,000)
Vehicle & Equipment	8,437	8,021	10,000	10,000	-
Uniforms & Apparel	3,058	1,191	3,500	3,500	-
Other Operating Supplies	11,885	3,862	12,200	12,200	-
Chemicals	-	-	1,200	1,200	-
OTHER CHARGES	314,542	279,053	253,150	254,850	1,700
Motor Vehicle & Equipment	22,100	17,152	-	-	-
Machinery & Equipment	-	-	-	-	-
CAPITAL	22,100	17,152	-	-	-
TOTAL MAINTENANCE	937,204	867,720	958,250	981,600	23,350

Parks, Recreation & Cultural – Parks & Recreation

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
COMMUNITY REC PROGRAMS					
Part-time Non-classified	932	1,473	1,800	1,800	-
FICA	73	111	170	118	(52)
Worker's Compensation	14	21	30	32	2
PERSONNEL	1,019	1,605	2,000	1,950	(50)
Other Professional Services	5,000	7,844	6,700	7,600	900
Instructors	6,686	15,198	8,000	8,000	-
CONTRACTUAL SERV	11,686	23,042	14,700	15,600	900
Travel & Training	1,672	-	2,000	2,000	-
Dues & Memberships	-	-	200	200	-
Misc Charges & Fees	-	-	-	-	-
Food & Food Service	185	367	1,200	1,200	-
Uniforms & Apparel	39	-	200	200	-
Other Operating Supplies	3,277	2,782	2,200	12,900	10,700
Arts & Crafts Supplies	76	-	-	-	-
Awards, Plaques, Other	51	-	250	250	-
OTHER CHARGES	5,300	3,149	6,050	16,750	10,700
TOTAL COMMUNITY RECREATION PROGRAMS					
	18,005	27,796	22,750	34,300	11,550
OUTDOOR SWIMMING POOL					
Overtime	2,629	3,565	-	-	-
Part-time Non-classified	54,040	39,681	59,467	59,467	-
FICA	4,342	3,301	4,518	4,484	(34)
Worker's Compensation	1,043	901	1,315	1,049	(266)
PERSONNEL	62,054	47,448	65,300	65,000	(300)
Repairs & Maintenance	14,785	10,465	52,500	52,500	-
CONTRACTUAL SERV	14,785	10,465	52,500	52,500	-
Electrical Service	13,260	13,418	10,500	10,500	-
Equipment Rental	-	433	-	-	-
Food & Food Service	10	111	-	-	-
Medical & Laboratory	24	73	50	50	-
Laundry & Janitorial	1,945	1,288	1,100	1,100	-
Repair & Maintenance	8,205	7,267	13,000	13,000	-
Uniforms & Apparel	-	873	2,500	2,500	-

Parks, Recreation & Cultural – Parks & Recreation

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>Outdoor Pool - continued</i>					
Other Operating Supplies	6,841	1,180	20,950	20,950	-
Chemicals	8,397	15,710	12,300	12,300	-
OTHER CHARGES	38,682	40,353	60,400	60,400	-
TOTAL OUTDOOR POOL	115,521	98,266	178,200	177,900	(300)
<i>INDOOR SWIMMING POOL</i>					
Regular	74,457	70,496	74,520	73,916	(604)
Overtime	2,108	5,826	-	-	-
Part-time Non-classified	65,470	90,637	71,968	71,968	-
FICA	10,452	12,437	10,719	11,079	360
VRS-Employer	8,679	7,357	7,155	7,096	(59)
Insurance-Employer	868	751	976	968	(8)
VA Local Disability Plan	-	26	-	435	435
Worker's Compensation	2,616	3,641	3,241	2,570	(671)
Benefits Admin Fee	52	40	48	72	24
Employee Benefits	18,211	13,554	19,076	11,400	(7,676)
VRS Health Insurance Credit	109	93	97	96	(1)
PERSONNEL	183,022	204,858	187,800	179,600	(8,200)
Training/Education	105	175	3,600	3,600	-
Instructors	7,803	8,828	7,700	7,700	-
Repairs & Maintenance	37,633	31,579	48,500	97,500	49,000
CONTRACTUAL SERV	45,541	40,582	59,800	108,800	49,000
Telecommunications	598	814	650	650	-
Mileage & Transportation	-	31	-	-	-
Travel & Training	204	-	4,500	4,500	-
Dues & Memberships	75	240	400	400	-
Misc Charges & Fees	2,813	2,919	-	-	-
Food & Food Service	184	94	400	400	-
Medical & Laboratory	141	40	400	400	-
Laundry & Janitorial	136	-	400	400	-
Building Repair & Maint	1,610	191	3,000	3,000	-
Uniforms & Apparel	-	330	1,800	1,800	-
Other Operating Supplies	6,994	4,545	10,700	10,700	-
Chemicals	2,965	3,274	5,150	5,150	-
OTHER CHARGES	15,720	12,478	27,400	27,400	-
TOTAL INDOOR POOL	244,283	257,918	275,000	315,800	40,800

Parks, Recreation & Cultural – Parks & Recreation

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
WAR MEMORIAL & ADDITIONS					
Overtime	421	81	-	-	-
Part-time Classified	44,357	43,071	49,212	51,206	1,994
Part-time Non-classified	58,003	69,037	88,500	96,500	8,000
FICA	7,561	8,315	10,233	10,940	707
State Unemployment Tax	-	109	-	-	-
Worker's Compensation	1,655	2,219	3,060	2,535	(525)
Benefits Admin Fee	52	48	48	72	24
Employee Benefits	4,030	3,806	3,447	3,447	-
PERSONNEL	116,079	126,686	154,500	164,700	10,200
Instructors	4,875	4,643	6,300	6,300	-
Repairs & Maintenance	73,520	45,508	81,400	81,400	-
Printing & Binding	-	115	-	-	-
CONTRACTUAL SERV	78,395	50,266	87,700	87,700	-
Electrical Services	81,967	75,566	75,375	75,375	-
Heating Services	31,271	20,118	30,000	30,000	-
Water & Sewer	14,119	11,866	13,500	-	(13,500)
Telecommunications	6,231	6,745	6,250	6,250	-
General Liability Insurance	5,309	5,572	5,500	5,500	-
Equipment Rental	347	982	500	500	-
Dues & Memberships	-	-	75	75	-
Food & Food Service	102	120	200	200	-
Medical & Laboratory	92	24	200	200	-
Laundry & Janitorial Services	18,420	12,109	12,500	12,500	-
Building Repair & Maint	21,415	4,018	3,500	3,500	-
Uniforms & Apparel	-	-	500	500	-
Books & Subscriptions	-	-	200	200	-
Other Operating Supplies	9,451	4,934	12,000	12,000	-
Merchandise for Resale	7,852	4,135	4,000	2,000	(2,000)
Awards, Plaques, Other	-	-	-	-	-
OTHER CHARGES	196,576	146,189	164,300	148,800	(15,500)
TOTAL WAR MEMORIAL	391,050	323,141	406,500	401,200	(5,300)
SCHOOL AGE CHILD CARE					
Regular	105,779	108,246	108,688	111,702	3,014
Overtime	2,456	866	-	-	-
Part-time Non-classified	26,938	29,673	50,000	50,000	-
FICA	10,283	10,525	11,980	12,241	261
VRS-Employer	12,645	12,745	10,436	10,723	287

Parks, Recreation & Cultural – Parks & Recreation

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>Child Care - continued</i>					
Insurance-Employer	1,264	1,297	1,424	1,463	39
Worker's Compensation	2,360	2,978	3,511	2,817	(694)
Benefits Admin Fee	78	72	72	108	36
Employee Benefits	12,303	11,484	12,148	12,700	552
VRS Health Insurance Credit	159	161	141	146	5
PERSONNEL	174,265	178,047	198,400	201,900	3,500
Other Professional Services	404	200	1,000	1,000	-
Instructors	2,167	3,077	-	-	-
Printing & Binding	-	30	-	-	-
CONTRACTUAL SERV	2,571	3,307	1,000	1,000	-
Mileage & Transportation	72	693	1,100	1,100	-
Travel & Training	2,877	2,007	3,800	5,300	1,500
Dues & Memberships	110	110	300	300	-
Parks & Rec Activities	3,341	2,454	3,000	5,000	2,000
Misc Charges & Fees	-	-	100	100	-
Office Supplies	13	-	-	-	-
Food & Food Services	4,857	6,025	4,000	5,700	1,700
Medical & Laboratory	226	149	300	300	-
Laundry & Janitorial Services	145	79	300	300	-
Uniforms & Apparel	1,571	1,265	2,000	2,000	-
Other Operating Supplies	2,999	2,318	6,000	6,000	-
Merchandise for Resale	366	-	-	-	-
Arts & Crafts Supplies	220	584	800	800	-
Awards, Plaques, Other	120	79	100	100	-
OTHER CHARGES	16,917	15,763	21,800	27,000	5,200
TOTAL CHILD CARE	193,753	197,117	221,200	229,900	8,700
<i>ATHLETIC PROGRAMS</i>					
Regular	78,748	78,903	80,408	82,658	2,250
Overtime	2,817	-	-	-	-
Part-time Non-classified	4,420	6,672	16,100	16,100	-
FICA	6,086	5,488	6,211	6,463	252
VRS-Employer	9,116	9,275	7,721	7,936	215
Insurance-Employer	911	939	1,054	1,083	29
Va Local Disability Plan	-	210	222	229	7
Worker's Compensation	1,562	1,887	2,135	1,730	(405)
Benefits Admin Fee	48	48	48	72	24

Parks, Recreation & Cultural – Parks & Recreation

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>Athletic Programs - continued</i>					
Employee Benefits	17,405	17,390	20,496	21,521	1,025
VRS Health Insurance Credit	115	117	105	108	3
PERSONNEL	121,228	120,929	134,500	137,900	3,400
Instructors	30,049	19,077	35,800	32,350	(3,450)
Printing & Binding	-	60	-	-	-
CONTRACTUAL SERV	30,049	19,137	35,800	32,350	(3,450)
Telecommunications	-	-	600	600	-
Mileage & Transportation	1,486	645	1,050	1,050	-
Travel & Training	580	2,568	3,260	3,260	-
Dues & Memberships	-	35	305	305	-
Parks & Rec Activities	9,620	8,415	9,600	13,050	3,450
Food & Food Service	439	158	825	825	-
Medical & Laboratory	-	11	200	200	-
Uniforms & Apparel	4,389	5,133	9,700	9,700	-
Other Operating Supplies	12,099	13,506	14,060	14,060	-
Awards, Plaques, Other	1,324	2,090	3,000	3,000	-
OTHER CHARGES	29,937	32,561	42,600	46,050	3,450
TOTAL ATHLETIC PROGRAMS	181,214	172,627	212,900	216,300	3,400
TOTAL PARKS & RECREATION	2,665,346	2,278,439	2,740,800	2,824,900	84,100

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 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	30,592	-	-	-	-
Contractual Services	15,724	-	-	-	-
Other Charges	2,874	-	-	-	-
TOTAL EXPENDITURES	49,190	-	-	-	-

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	7,440	-	-	-	-
Overtime	18,675	-	-	-	-
FICA	1,950	-	-	-	-
VRS-Employer	1,176	-	-	-	-
Insurance Employer	92	-	-	-	-
Va Local Disability Plan	4	-	-	-	-
Worker's Compensation	1,233	-	-	-	-
Benefits Admin Fee	10	-	-	-	-
VRS Health Ins Credit	12	-	-	-	-
PERSONNEL	30,592	-	-	-	-
National Guard Personnel	15,000	-	-	-	-
Printing & Binding	581	-	-	-	-
Local Media	143	-	-	-	-
CONTRACTUAL SERV	15,724	-	-	-	-
Equipment Rental	1,477	-	-	-	-
Laundry & Janitorial	476	-	-	-	-
Repairs & Maintenance	921	-	-	-	-
Other Operating Supplies	-	-	-	-	-
OTHER CHARGES	2,874	-	-	-	-
TOTAL APPLE BLOSSOM	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:

- Continue efforts to update of the Comprehensive Plan, last updated on a complete basis in 2011 and partially updated in 2014.
- Assist with planning and implementation of the final segments of the Green Circle Trail and other efforts to improve walkability in the City.
- Facilitate streamlined land development approval from the City of Winchester, while assuring the quality of the built environment.
- Improve the transportation system to make it easy to get from one part of the City to another as well as within the larger Winchester-Frederick County area.
- Promote residential infill in the downtown and as a component of mixed land use in key redevelopment areas outside of the downtown.
- Ensure continuous gateway improvement within Corridor Enhancement (CE) Districts as called out in the adopted Comprehensive Plan and Strategic Plan.
- Promote historic preservation consistent with recently updated Historic Winchester District Design Guidelines.
- Continue improving information services, including an updated street addressing master list.

Community Development - Planning

Performance Measures:

Indicators	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Measures					
Planning Commission meetings, work sessions, retreats	25	25	22	24	25
Site Plan reviews	37	40	50	40	41
Re-zonings, CUP's and text amendments	30	27	23	20	20
Corridor enhancement reviews	31	39	64	63	68

Expenditure Summary:

Expenditure by Classification	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	228,599	221,839	235,400	243,500	8,100
Contractual Services	43,649	12,908	20,500	20,100	(400)
Internal Services	379	538	600	600	-
Other Charges	6,384	5,398	9,100	9,500	400
TOTAL EXPENDITURES	279,011	240,683	265,600	273,700	8,100

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Planning	2.5	2.5	3.0	3.0	0
Total	2.5	2.5	3.0	3.0	0

Community Development - Planning

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	168,129	165,411	181,238	186,276	5,038
Overtime	-	73	-	100	100
Part-time Non-Classified	9,935	6,357	-	-	-
FICA	13,109	12,688	13,313	13,337	24
VRS-Employer	18,351	19,634	18,495	17,883	(612)
Insurance Employer	1,835	1,992	2,375	2,440	65
VA Local Disability Plan	242	394	487	504	17
Worker's Compensation	147	142	150	125	(25)
Benefits Admin Fee	58	61	72	102	30
Employee Benefits	16,561	14,839	19,034	22,491	3,457
VRS Health Ins Credit	232	248	236	242	6
PERSONNEL	228,599	221,839	235,400	243,500	8,100
Management Consulting	-	-	15,000	15,000	-
Engineering & Architect	6,500	1,000	-	-	-
Other Professional Services	31,200	3,675	-	-	-
Computer Supplies	269	-	-	-	-
Printing & Binding	415	182	500	400	(100)
Local Media	5,265	8,051	4,900	4,600	(300)
Food Services - Catering	-	-	100	100	-
CONTRACTUAL SERV	43,649	12,908	20,500	20,100	(400)
Copier Charges	379	538	600	600	-
INTERNAL SERVICES	379	538	600	600	-
Postal Services	669	1,067	1,100	1,100	-
Telecommunications	919	1,234	1,100	1,400	300
Mileage & Transportation	655	535	1,100	1,200	100
Travel & Training	2,208	1,286	3,000	3,200	200
Dues & Memberships	700	814	900	900	-
Misc Charges & Fees	500	-	-	-	-
Office Supplies	374	120	800	800	-
Food & Food Supplies	210	104	200	200	-
Books & Subscriptions	-	-	100	100	-
Other Operating Supplies	149	238	700	500	(200)
Awards, Plaques, Other	-	-	100	100	-
OTHER CHARGES	6,384	5,398	9,100	9,500	400
TOTAL PLANNING	279,011	240,683	265,600	273,700	8,100

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 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	17,099	20,240	20,966	18,842	(2,124)
Overtime	559	-	-	-	-
FICA	1,261	1,509	1,527	1,543	16
VRS-Employer	1,749	2,409	2,013	1,805	(208)
Insurance Employer	175	241	275	247	(28)
Worker's Compensation	14	14	17	14	(3)
Benefits Admin Fee	8	7	9	12	3
Employee Benefits	2,697	2,462	3,266	2,913	(353)
VRS Health Ins Credit	22	24	27	24	(3)
PERSONNEL	23,584	26,906	28,100	25,400	(2,700)
Local Media	1,030	400	-	600	600
CONTRACTUAL SERV	1,030	400	-	600	600
TOTAL REDEVELOPMENT	24,614	27,306	28,100	26,000	(2,100)

Community Development - Zoning Department

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

Council Goals:

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

Departmental Objectives:

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

Community Development - Zoning Department

Performance Measures:

Indicators	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Measures					
Certificates of Occupancy (Business)	324	284	263	270	275
Certificates of Occupancy (Home-Based)	133	131	117	120	125
Zoning Ordinance Text Amendments	11	7	3	4	5
Historic District - Certificates of Appropriateness	65	95	116	120	110
Board of Zoning Appeals (Variances, Appeals)	10	6	9	10	8

Expenditure Summary:

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	147,994	171,461	186,100	206,050	19,950
Contractual Services	124,267	2,986	4,300	4,300	-
Internal Services	2,029	1,456	2,500	2,500	-
Other Charges	7,100	7,799	12,700	13,250	550
Capital	-	20,075	-	-	-
TOTAL EXPENDITURES	281,390	203,777	205,600	226,100	20,500

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Zoning	2.0	2.0	2.5	2.5	0
Total	2.0	2.0	2.5	2.5	0

Community Development - Zoning Department

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	103,238	122,260	138,412	152,253	13,841
Overtime	-	91	-	200	200
Part-time Non-Classified	9,933	6,356	-	-	-
FICA	8,529	9,467	10,351	11,021	670
VRS-Employer	11,956	14,427	13,290	14,617	1,327
Insurance Employer	1,196	1,469	1,814	1,995	181
VA Local Disability Plan	-	2	91	164	73
Worker's Compensation	94	106	114	106	(8)
Benefits Admin Fee	44	49	60	84	24
Employee Benefits	12,853	17,052	21,788	25,412	3,624
VRS Health Ins Credit	151	182	180	198	18
PERSONNEL	147,994	171,461	186,100	206,050	19,950
Other Professional Services	119,763	-	-	-	-
Vehicle Repairs & Maint	-	11	100	100	-
Printing & Binding	190	401	700	700	-
Local Media	2,345	2,574	3,500	3,500	-
Sanitary Landfill Usage	1,969	-	-	-	-
CONTRACTUAL SERV	124,267	2,986	4,300	4,300	-
Fuel	307	516	800	800	-
Parts	280	-	150	150	-
Labor	214	53	250	250	-
Copier Charges	1,228	887	1,300	1,300	-
INTERNAL SERVICES	2,029	1,456	2,500	2,500	-
Postal Services	1,178	2,103	1,500	2,100	600
Telecommunications	981	1,361	1,900	1,900	-
Motor Vehicle Insurance	393	278	750	750	-
Mileage & Transportation	225	8	400	400	-
Travel & Training	2,535	2,022	5,300	5,300	-
Dues & Memberships	508	625	600	500	(100)
Court Filing Fees	-	-	-	50	50
Office Supplies	920	630	900	900	-
Food & Food Service	6	-	450	450	-
Vehicle & Equipment	-	40	50	50	-
Uniforms & Apparel	-	173	200	200	-
Books & Subscriptions	-	49	150	150	-
Other Operating Supplies	259	510	500	500	-
Computer Equipment	95	-	-	-	-
OTHER CHARGES	7,100	7,799	12,700	13,250	550

Community Development - Zoning Department

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Motor Vehicle & Equipment	-	20,075	-	-	-
CAPITAL	-	20,075	-	-	-
TOTAL ZONING	281,390	203,777	205,600	226,100	20,500

Community Development – Development Services

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

Council Goals:

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

Department Goals & Objectives:

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

Performance Measures:

Indicators	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Measures					
Unemployment Rate	4.9%	4.4%	3.7%	3.4%	3.2%
Combined Commercial Vacancy Rate	8.6%	5.4%	4.7%	4.5%	4.5%
Number of Business Incentives Awarded	3	4	4	6	6
Dollar Amount of Business Incentives Awarded or Leveraged	\$150,00	\$75,722	\$67,708	\$160,000	\$160,000
Dollar Amount Capital Investment Leveraged	n/a	\$170,000	\$72,800	\$4,800,000	\$1,500,000

Community Development – Development Services

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Development Services	2.5	2.0	3.0	3.0	0
Total	2.5	2.0	3.0	3.0	0

Expenditure Summary:

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	131,623	171,512	255,200	294,500	39,300
Contractual Services	78,794	43,761	42,000	42,500	500
Internal Services	574	440	300	300	-
Other Charges	118,154	153,294	389,500	86,700	(302,800)
TOTAL EXPENDITURES	329,145	369,007	687,000	424,000	(263,000)

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>Development Services</i>					
Regular	102,256	131,499	194,870	229,791	34,921
Overtime	952	19	-	200	200
FICA	7,658	9,712	15,179	16,850	1,671
VRS-Employer	8,671	15,422	18,734	22,060	3,326
Insurance Employer	867	1,570	2,553	3,011	458
VA Local Disability Plan	-	179	684	1,355	671
Worker's Compensation	85	108	161	155	(6)
Benefits Admin Fee	37	44	66	108	42
Employee Benefits	10,988	12,764	22,700	20,672	(2,028)
VRS Health Ins Credit	109	195	253	298	45
PERSONNEL	131,623	171,512	255,200	294,500	39,300
Other Professional Services	77,378	42,500	42,000	42,500	500
Repairs & Maintenance	231	1,049	-	-	-
Printing & Binding	324	212	-	-	-
Local Media	811	-	-	-	-
Contracted Parking	50	-	-	-	-
CONTRACTUAL SERV	78,794	43,761	42,000	42,500	500

Community Development – Development Services

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>Development Services</i>					
Copier Charges	574	440	300	300	-
INTERNAL SERVICES	574	440	300	300	-
Postal Services	198	82	500	200	(300)
Telecommunications	789	87	-	-	-
Mileage & Transportation	596	1,101	2,000	2,000	-
Travel & Training	4,476	3,848	7,500	6,000	(1,500)
Business Development Grant	58,735	47,708	75,000	75,000	-
Other Payments/Contributions	48,101	97,500	300,000	-	(300,000)
Dues & Memberships	785	1,553	1,000	1,000	-
Office Supplies	1,040	535	1,500	1,000	(500)
Food & Food Service	103	48	250	250	-
Building Repair & Maint	-	-	500	-	(500)
Books & Subscriptions	313	75	250	250	-
Other Operating Supplies	2,199	555	1,000	1,000	-
Computer Equipment	819	202	-	-	-
OTHER CHARGES	118,154	153,294	389,500	86,700	(302,800)
TOTAL DEVELOPMENT	329,145	369,007	687,000	424,000	(263,000)

Community Development – Old Town Winchester

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

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

Goals and Objectives:

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

Community Development – Old Town Winchester

Performance Measures:

Indicators	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Measures					
Cumulative Private Investment in OTW (Since mid-80's)	\$122 Million	\$125 Million	\$128 Million	\$130 Million	\$131 Million
New businesses opened in OTW	24	18	27	12	15
New rehabilitation projects	50	42	47	40	40
City events	10	12	15	15	15
Social Media – Facebook Followers	9,000	12,500	15,600	16,500	17,000
People attending per event	500 – 4,000	500 – 4,000	100 - 4,000	100 - 4,000	100 - 4,000

Revenue Sources:

Revenue Sources	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
General Property Taxes	159,143	162,816	160,000	160,000	-
Miscellaneous Revenue	167,626	120,989	132,500	132,500	-
Federal	5,000	5,000	5,000	5,000	-
Subtotal Designated Revenue	331,769	288,805	297,500	297,500	-
Net General Tax Support	114,520	175,450	168,800	176,600	7,800

Expenditure Summary:

Expenditure by Classification	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Personnel Services	119,987	153,485	151,400	157,300	5,900
Contractual Services	233,966	236,170	241,564	242,040	476
Internal Services	895	640	1,000	700	(300)
Other Charges	91,441	73,960	72,336	74,060	1,724
TOTAL EXPENDITURES	446,289	464,255	466,300	474,100	7,800

Community Development – Old Town Winchester

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
OTW	1.5	2.0	2.0	2.0	0
Total	1.5	2.0	2.0	2.0	0

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	89,357	113,839	112,200	115,330	3,130
FICA	6,004	7,797	7,573	7,568	(5)
VRS-Employer	10,691	13,152	10,795	11,071	276
Insurance-Employer	1,069	1,338	1,470	1,511	41
Worker's Compensation	74	92	92	77	(15)
Benefits Admin Fee	40	48	48	72	24
Employee Benefits	12,617	17,053	19,076	21,521	2,445
VRS Health Insurance Credit	135	166	146	150	4
PERSONNEL	119,987	153,485	151,400	157,300	5,900
Promotions	-	-	20,000	-	(20,000)
Special Events Promotions	208,690	198,968	202,000	200,000	(2,000)
Other Professional Services	8,673	8,040	8,240	14,365	6,125
Landscaping Service	-	-	-	2,000	2,000
Printing & Binding	7,373	9,003	8,540	8,800	260
Local Media	3,124	20,159	2,684	16,775	14,091
Validated parking	-	-	100	100	-
Food Services	6,106	-	-	-	-
CONTRACTUAL SERV	233,966	236,170	241,564	242,040	476
Copier Charges	895	640	1,000	700	(300)
INTERNAL CHARGES	895	640	1,000	700	(300)
Postal Services	246	395	500	400	(100)
Telecommunications	819	785	830	750	(80)
General Liability Insurance	812	959	960	1,000	40
Office Equipment Rental	-	250	240	250	10
Building Rental	450	400	400	400	-
Mileage & Transportation	946	651	700	500	(200)
Travel & Training	1,868	865	1,900	900	(1,000)
VA Commission of Arts	10,000	9,999	10,000	10,000	-

Community Development – Old Town Winchester

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Other Payments	20,000	-	-	-	-
Downtown Improv Repayment	50,000	50,000	50,000	50,000	-
Dues & Memberships	470	475	470	585	115
Misc. Charges & Fees	795	2,584	-	2,800	2,800
Office Supplies	285	391	375	435	60
Food & Food Service	442	285	430	425	(5)
Landscaping/Agricultural	1,451	1,643	500	500	-
Repairs & Maintenance	-	-	100	-	(100)
Books & Subscriptions	112	350	273	275	2
Other Operating Supplies	2,440	3,672	4,558	4,740	182
Computer Supplies	71	207	-	-	-
Awards, Plaques, Other	234	49	100	100	-
OTHER CHARGES	91,441	73,960	72,336	74,060	1,724
TOTAL OTW	446,289	464,255	466,300	474,100	7,800

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 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Expenditure by Classification					
Personnel Services	67,544	71,478	71,500	70,200	(1,300)
Contractual Services	14,888	15,200	15,700	3,000	(12,700)
Other Charges	3,354	1,315	6,500	12,100	5,600
Capital	10,790	-	-	-	-
TOTAL EXPENDITURES	96,576	87,993	93,700	85,300	(8,400)

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
GIS	1.0	1.0	1.0	1.0	0
Total	1.0	1.0	1.0	1.0	0

Community Development – GIS - Mapping

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	51,391	52,568	52,806	54,270	1,464
FICA	3,932	3,958	3,967	4,166	199
VRS-Employer	6,143	6,190	5,070	5,210	140
Insurance Employer	614	630	692	711	19
Worker's Compensation	42	44	44	36	(8)
Benefits Admin Fee	26	24	24	36	12
Employee Benefits	5,318	7,986	8,828	5,700	(3,128)
VRS Health Ins Credit	78	78	69	71	2
PERSONNEL	67,544	71,478	71,500	70,200	(1,300)
Engineering & Architect	1,688	-	-	-	-
Training/Education	-	-	-	500	500
Repairs & Maintenance	-	-	500	-	(500)
Computer Service Contracts	13,200	15,200	15,200	2,500	(12,700)
CONTRACTUAL SERV	14,888	15,200	15,700	3,000	(12,700)
Telecommunications	-	-	-	500	500
Mileage & Transportation	951	-	1,000	1,100	100
Travel & Training	1,667	450	2,400	6,300	3,900
Dues & Association Membership	280	-	-	100	100
Office Supplies	440	244	500	500	-
Books & Subscriptions	-	-	100	100	-
Other Operating Supplies	16	621	2,500	3,500	1,000
OTHER CHARGES	3,354	1,315	6,500	12,100	5,600
Computer Equipment	10,790	-	-	-	-
CAPITAL	10,790	-	-	-	-
TOTAL GIS	96,576	87,993	93,700	85,300	(8,400)

Other

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Retirees	317,293	-	-		-
PERSONNEL	317,293	-	-	-	-
Parking	170,769	178,002	174,145	178,000	3,855
CONTRACTUAL SERVICES	170,769	178,002	174,145	178,000	3,855
Historical Society	85,750	85,750	85,750	89,500	3,750
Grant Matching Funds	-	-	120,000	20,000	(100,000)
Emergency Contingency	-	-	10,000	10,000	-
OTHER CHARGES	85,750	85,750	215,750	89,500	(96,250)
TOTAL OTHER	573,812	263,752	389,895	297,500	(92,395)

Outside Agencies

Outside Agencies may be funded through appropriations from the City's General Fund. These organizations provide services for and on behalf of City residents and visitors. City funding of these organizations is discretionary, meaning the City determines the level of funding for each agency. The City Manager recommends funding levels based on funding availability. In FY 2017, Council requested a review of the program and that options for revising the program be brought forward for Council's review as part of the FY 2018 Budget Process. The review resulted in the development of a funding matrix that would be utilized for the competitive distribution of any available funds.

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 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	53,000	3,000	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	278,188	203,188	203,188	100,000	(103,188)

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

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
NWR Juvenile Detention Center	358,593	391,595	464,997	512,872	47,875
NWRDC Regional Jail	3,821,772	4,154,548	4,429,906	4,786,263	356,357
Lord Fairfax EMS Council	8,306	9,137	9,137	10,005	868
Substance Abuse Coalition	-	60,000	154,500	154,500	-
SPCA	115,000	120,000	120,000	150,000	30,000
Win-Fred Metro Planning Org	15,132	11,167	27,500	27,500	-
Winchester Health Department	294,570	300,393	303,812	305,426	1,614
NW Community Services	183,307	192,472	202,096	222,306	20,210
Lord Fairfax Community College	55,216	60,288	63,990	65,455	1,465
Handley Regional Library	390,334	419,020	419,020	419,020	-
Winchester Regional Airport	30,099	45,787	20,887	43,258	22,371
Regional Airport Capital	23,436	29,831	-	69,826	69,826
NSV Regional Commission	15,177	15,785	15,975	19,917	3,942
TOTAL REGIONAL AGENCIES	5,310,942	5,810,023	6,231,820	6,786,348	554,528

Transfers/Debt Service

Transfers:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Transit Fund	222,000	235,000	266,700	275,300	8,600
Social Services Fund	1,267,792	1,293,867	1,373,445	1,480,700	107,255
CSA City Contribution	845,610	948,133	860,000	889,000	29,000
Schools Operating Fund	26,863,602	27,795,246	29,214,102	30,114,102	900,000
Schools Operating Other	126,362	201,700	16,200	-	(16,200)
Schools Capital Improvement	531,565	650,000	-	-	-
City CIP Fund	2,233,264	1,365,217	615,000	2,540,000	1,925,000
Win-Fred Co CVB Fund	100,500	100,500	150,000	150,000	-
Highway Maintenance Fund	1,323,225	688,787	605,000	620,000	15,000
TOTAL TRANSFERS	33,513,920	33,278,450	33,100,447	36,069,102	2,968,655

Debt Service:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
City Principal	1,159,601	1,341,598	1,759,200	1,932,600	173,400
HUD 108 Loan Principal	200,000	200,000	200,000	200,000	-
City Interest	761,234	818,194	997,300	919,000	(78,300)
Bond Issuance Costs	179,468	-	-	-	-
Deposit with Escrow Agent	12,373,771	-	-	-	-
HUD 108 Loan Interest	2,158	2,265	2,000	2,000	-
Paying Agent Fees	2,650	1,333	1,500	1,500	-
Schools Principal	4,843,169	4,586,335	4,905,200	5,119,100	213,900
Schools Interest	3,157,017	3,063,219	2,898,900	2,690,100	(208,800)
TOTAL DEBT SERVICE	22,679,068	10,012,944	10,764,100	10,864,300	100,200

Social Services Fund

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

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

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

Social Services Strategies:

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

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

Social Services Strategies:

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

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

Social Services Strategies:

- Maintain a cadre of certified forensic interviewers among Child Protective Services (CPS) staff who will partner with Winchester Police Department (WPD) investigative staff for timely and accurate investigations of child abuse or neglect.
- Promote collaborative investigations and prosecutions through the Multidisciplinary Team and Child Advocacy Center (CAC) to insure the protection and safety of children and that appropriate criminal convictions are upheld.
- Provide truancy prevention programming in collaboration with Winchester Public Schools, Winchester Police Department, Commonwealth's Attorney and Juvenile and Domestic Relations Court
- Maintain Community Planning and Management Team (CPMT) commitment to provide child-centered, family-focused, strength based and community based services.
- Utilization of a System of Care Philosophy in Child Welfare Programming.
- Provide Family Team Meetings at critical decision points in appropriate child welfare cases to ensure family and natural support engagement, family-centered practice, permanency and safety.
- Utilization of the Winchester Social Services Advisory Board to keep apprised on the social service needs of Winchester citizens.

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

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

Social Services Fund

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

- Utilization of innovation and technology to create increased access to services and enhance customer service.
- Increase staff training and development in the areas of substance abuse and treatment, mental health and child safety planning.
- 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.

Revenue and Expenditure Summary:

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Revenue by Classification					
Recovered Costs	2,959	1,032	-	-	-
State Revenue	2,325,731	2,474,918	2,728,113	3,043,028	314,915
Federal Revenue	2,197,372	2,404,549	2,297,442	2,482,972	185,530
Non-Revenue Receipts	2,113,402	2,242,000	2,274,445	2,404,000	129,555
TOTAL REVENUE	6,639,464	7,122,499	7,300,000	7,930,000	630,000
Expenditure by Class					
Personnel Services	2,756,643	2,840,871	2,955,300	3,131,600	176,300
Contractual Services	167,755	164,305	189,369	192,650	3,281
Internal Services	627	68,336	79,200	79,200	-
Other Charges	3,718,172	4,057,946	4,056,131	4,506,550	450,419
Capital	19,459	16,418	20,000	20,000	-
TOTAL EXPENDITURES	6,662,656	7,147,876	7,300,000	7,930,000	630,000

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Welfare Admin	42.0	42.0	43.0	45.0	2.0
Housing Choice	2.0	2.0	2.0	2.0	0
Total	44.0	44.0	45.0	47.0	2.0

Social Services Fund

Revenue Detail:

REVENUE	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Local	2,959	1,032	-	-	-
RECOVERED COSTS	2,959	1,032	-	-	-
Public Assistance & Admin	1,111,690	1,167,458	1,345,411	1,499,250	153,839
Children Services Act	810,462	855,398	929,000	1,080,000	151,000
Administration Funds	8,639	-	9,000	9,000	-
CSA Support Enforcement	6,075	5,876	22,000	22,000	-
Section 8 VHDA Admin Fees	111,099	112,001	100,000	110,000	10,000
CSA EI840 Grant	275,957	331,568	319,500	319,500	-
Child Care Quality Initiative	1,809	2,617	3,202	3,278	76
STATE REVENUE	2,325,731	2,474,918	2,728,113	3,043,028	314,915
Public Assistance & Admin	2,030,956	2,215,407	2,107,301	2,292,722	185,421
Child Care Quality Initiative	2,622	3,793	4,641	4,750	109
Early Intervention	163,794	185,349	185,500	185,500	-
FEDERAL REVENUE	2,197,372	2,404,549	2,297,442	2,482,972	185,530
General Fund	2,113,402	2,242,000	2,233,445	2,369,700	136,255
Assigned HCVP	-	-	41,000	34,300	(6,700)
NON-REVENUE RECEIPTS	2,113,402	2,242,000	2,274,445	2,404,000	129,555
TOTAL SOCIAL SVCS REVENUE	6,639,464	7,122,499	7,300,000	7,930,000	630,000

Social Services Fund

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>WELFARE ADMINISTRATION</i>					
Regular	1,825,857	1,889,122	1,989,807	2,112,328	122,521
Overtime	33,904	36,711	38,000	38,000	-
Part-time Non-Classified	64,180	84,737	63,500	63,500	-
FICA	141,112	147,528	154,264	163,535	9,271
VRS-Employer	216,375	216,303	191,058	202,725	11,667
Retirees	58,623	54,774	52,000	45,600	(6,400)
Insurance-Employer	21,262	22,019	26,071	27,663	1,592
VA Local Disability Plan	1,205	1,717	1,901	4,330	2,429
SUTA	-	3,024	-	-	-
Worker's Compensation	10,151	9,990	10,438	8,858	(1,580)
Tuition Assistance	-	-	-	1,600	1,600
Benefits Admin Fee	1,044	950	1,030	1,617	587
Employee Benefits	269,150	256,567	308,231	339,944	31,713
PERSONNEL	2,642,863	2,723,442	2,836,300	3,009,700	173,400
Legal Services	73,807	72,735	70,000	70,000	-
Other Professional Services	17,916	23,952	35,000	35,000	-
Employment Agencies	-	390	-	-	-
Repairs & Maintenance	10,703	7,470	9,000	9,000	-
Vehicle Repair & Maint	2,970	1,542	3,000	5,000	2,000
Computer Services	1,728	1,672	3,000	3,000	-
Printing & Binding	1,595	1,721	3,000	3,000	-
Contracted Parking	30,768	32,450	33,000	34,800	1,800
Refuse Service	3,369	455	1,000	-	(1,000)
Food Services	44	97	1,450	1,450	-
CONTRACTUAL SERV	142,900	142,484	158,450	161,250	2,800
Equipment Fuel	-	344	1,700	1,700	-
Equipment Parts	72	129	500	500	-
Equipment Labor	320	242	2,000	2,000	-
Cost Allocation Charges	-	67,621	75,000	75,000	-
INTERNAL SERVICES	392	68,336	79,200	79,200	-
Postal Services	20,028	15,347	20,000	20,000	-
Telecommunications	25,719	23,507	30,000	30,000	-
Property Insurance	-	-	1,500	1,500	-

Social Services Fund

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>WELFARE ADMIN - continued</i>					
Motor Vehicle Insurance	4,011	3,747	5,000	5,000	-
General Liability Insurance	15,792	16,634	16,700	16,700	-
Office Equipment Rental	3,677	3,941	4,000	5,500	1,500
Buildings	243,775	248,737	253,700	253,700	-
Mileage	2,234	-	2,000	2,000	-
Travel & Training	9,420	8,401	17,000	17,000	-
Dues & Memberships	950	975	2,550	2,550	-
Misc Charges & Fees	37	148	500	500	-
Background Checks	80	20	500	500	-
Office Supplies	17,146	14,162	20,000	20,000	-
Food & Food Service	1,993	2,818	2,000	2,000	-
Laundry & Janitorial	861	634	500	500	-
Vehicle & Equipment Fuels	8,668	5,856	10,000	10,000	-
Books & Subscriptions	316	322	500	500	-
Other Operating Supplies	12,663	13,149	18,600	18,600	-
Computer Supplies	3,062	263	6,000	6,000	-
OTHER CHARGES	370,432	358,661	411,050	412,550	1,500
Furniture & Fixtures	-	16,418	-	-	-
Motor Vehicle & Equipment	19,459	-	20,000	20,000	-
CAPITAL	19,459	16,418	20,000	20,000	-
TOTAL WELFARE ADMIN	3,176,046	3,309,341	3,505,000	3,682,700	177,700
<i>PUBLIC ASSISTANCE</i>					
Shared Personnel Cost	21,718	19,783	28,519	29,000	481
CONTRACTUAL SERV	21,718	19,783	28,519	29,000	481
Child Care Quality Initiative	5,494	7,031	9,281	-	(9,281)
General Relief	9,060	12,072	20,000	20,000	-
AUX Grants - Aged	35,730	18,883	70,719	71,000	281
AUX Grants - Disabled	119,739	121,528	146,000	146,000	-
TANF Manual Checks	-	30	3,000	3,000	-
AFDC - Foster Care	322,216	408,722	325,000	410,000	85,000
Emergency Assistance	-	(100)	1,000	1,000	-
Refugee Resettlement	-	-	1,000	5,000	4,000

Social Services Fund

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>PUBLIC ASSISTANCE - continued</i>					
Special Needs Adoption Maint	97,703	117,233	100,000	150,000	50,000
Adoption Subsidy F/S/L	507,518	574,776	510,000	600,000	90,000
Special Needs Adoption P.S.	12,000	-	15,000	-	(15,000)
Family Preservation	5,867	4,458	5,000	10,000	5,000
Independent Living Skills	5,074	5,433	13,751	9,000	(4,751)
Adult Protective Services	5,481	3,822	6,000	6,000	-
Safe & Stable Families	21,607	27,705	22,230	23,000	770
Substance Abuse Services	-	-	-	9,500	9,500
VIEW - Purchased Service	-	-	2,000	-	(2,000)
VIEW - Supportive Service	54,786	42,831	65,000	67,000	2,000
Home-Based Companion	-	-	2,000	2,000	-
VIEW Transportation	13,761	9,070	31,000	33,000	2,000
VIEW Transitional Transportation	631	-	2,000	-	(2,000)
Respite Care	3,400	2,700	3,500	3,500	-
OTHER CHARGES	1,220,067	1,356,194	1,353,481	1,569,000	215,519
TOTAL PUBLIC ASSISTANCE	1,241,785	1,375,977	1,382,000	1,598,000	216,000
<i>HOUSING ASSISTANCE ADMIN</i>					
Regular	83,454	85,578	85,873	88,250	2,377
FICA	6,370	6,494	6,818	6,622	(196)
VRS-Employer	9,976	10,066	8,246	8,472	226
Retirees	1,968	2,071	2,000	1,700	(300)
Insurance-Employer	997	1,024	1,125	1,156	31
Worker's Compensation	97	98	98	91	(7)
Benefits Admin Fee	54	50	50	75	25
Employee Benefits	10,747	11,930	14,686	15,428	742
VRS Health Insurance Credit	117	118	104	106	2
PERSONNEL	113,780	117,429	119,000	121,900	2,900
Repairs & Maintenance	1,615	644	1,000	1,000	-
Printing & Binding	120	194	200	200	-
Contracted Parking	1,402	1,200	1,200	1,200	-
CONTRACTUAL SERV	3,137	2,038	2,400	2,400	-

Social Services Fund

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>HOUSING ASSIST - continued</i>					
Equipment Fuel	219	-	-	-	-
Equipment Labor	16	-	-	-	-
INTERNAL SERVICES	235	-	-	-	-
Postal Services	2,645	2,772	3,000	3,000	-
Telecommunications	1,249	967	2,000	2,000	-
Motor Vehicle Insurance	464	-	-	-	-
Office Equipment Rental	1,969	1,724	2,500	2,500	-
Buildings	8,714	8,801	9,000	9,250	250
Travel & Training	44	-	500	500	-
Office Supplies	892	1,384	1,250	1,400	150
Food & Food Services	245	255	200	200	-
Vehicle & Equipment Fuels	20	-	-	-	-
Books & Subscriptions	-	112	150	150	-
Other Operating Supplies	894	752	1,000	1,000	-
OTHER CHARGES	17,136	16,767	19,600	20,000	400
TOTAL HOUSING ASSISTANCE	134,288	136,234	141,000	144,300	3,300
<i>SPECIAL ASSISTANCE</i>					
CSA	1,670,786	1,809,407	1,767,000	2,000,000	233,000
Other Purchased Services	439,751	516,917	505,000	505,000	-
OTHER CHARGES	2,110,537	2,326,324	2,272,000	2,505,000	233,000
TOTAL SPECIAL ASSISTANCE	2,110,537	2,326,324	2,272,000	2,505,000	233,000
TOTAL SOCIAL SERVICES FUND	6,662,656	7,147,876	7,300,000	7,930,000	630,000

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 (\$3.6 million) is received from the state based on the total number of lane miles of streets maintained. Unfortunately, this level of funding from the state is not sufficient to maintain all the streets, sidewalks, trees, streetlights, and storm drains at a level desired by the residents. Therefore, \$620,000 in additional revenue for FY 2018 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 2018.

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

Highway Maintenance is proposing to complete \$1,000,000 in street repaving in FY 2018.

Performance Measures:

Indicators	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Measures					
Lane Miles of Streets Paved	11.5	19.9	7.0	12.0	9.5
Linear Feet of Sidewalks Replaced	7,200	4,000	2,600	1,000	1,000

Highway Maintenance Fund

Revenue and Expenditure Summary:

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Revenue by Classification					
Use of Money	6,647	6,600	6,600	6,600	-
Miscellaneous Revenue	-	-	-	-	-
Recovered Costs	1,413	-	-	-	-
State Revenue	3,768,413	3,374,419	3,439,400	3,641,400	202,000
Federal Revenue	4,875	140,535	-	-	-
Non-Revenue Receipts	1,344,409	698,850	605,000	620,000	15,000
TOTAL REVENUE	5,125,757	4,220,404	4,051,000	4,268,000	217,000

Expenditure by Classification

Personnel Services	1,420,494	1,408,553	1,433,300	1,427,300	(6,000)
Contractual Services	2,459,868	1,254,022	1,245,800	1,340,200	94,400
Internal Services	334,586	302,065	341,200	352,200	11,000
Other Charges	942,913	942,302	925,700	964,300	38,600
Capital	-	102,233	105,000	184,000	79,000
TOTAL EXPENDITURES	5,157,861	4,009,175	4,051,000	4,268,000	217,000

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Admin Division	3.0	3.0	3.0	3.0	0
Streets Division	13.0	13.0	12.0	12.0	0
Snow & Ice Removal	1.0	1.0	2.0	2.0	0
Traffic Division	5.0	5.0	5.0	5.0	0
Trees Division	2.0	2.0	2.0	2.0	0
Total	24.0	24.0	24.0	24.0	0

Highway Maintenance Fund

Revenue Detail:

REVENUE	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Interest Earnings	47	-	-	-	-
General Property Rental	6,600	6,600	6,600	6,600	-
USE OF MONEY	6,647	6,600	6,600	6,600	-
Public Works	1,413	-	-	-	-
RECOVERED COSTS	1,413	-	-	-	-
Street & Highway Maintenance	2,879,871	2,994,974	2,939,400	3,141,400	202,000
Revenue Sharing Grant	888,542	379,445	500,000	500,000	-
STATE REVENUE	3,768,413	3,374,419	3,439,400	3,641,400	202,000
Department of Forestry	4,875	4,125	-	-	-
Public Assistant Grant	-	136,410	-	-	-
FEDERAL REVENUE	4,875	140,535	-	-	-
Insurance Recoveries	21,184	10,063	-	-	-
General Fund	1,323,225	688,787	605,000	620,000	15,000
NON-REVENUE RECEIPTS	1,344,409	698,850	605,000	620,000	15,000
TOTAL HIGHWAY MAINT FUND	5,125,757	4,220,404	4,051,000	4,268,000	217,000

Highway Maintenance Fund

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
ADMINISTRATION					
Regular	168,200	157,666	175,171	141,180	(33,991)
Overtime	199	2,159	-	2,000	2,000
Part-time	4,714	1,204	-	-	-
FICA	12,878	12,012	12,651	10,322	(2,329)
VRS-Employer	20,224	18,072	16,819	13,553	(3,266)
Retirees	23,612	24,854	24,900	20,000	(4,900)
Insurance-Employer	2,022	1,845	2,295	1,849	(446)
State Unemployment Tax	-	4,158	-	-	-
Worker's Compensation	801	355	821	170	(651)
Benefits Admin Fee	87	71	80	105	25
Employee Benefits	22,254	18,149	23,335	21,037	(2,298)
VRS Health Insurance Credit	255	229	228	184	(44)
PERSONNEL	255,246	240,774	256,300	210,400	(45,900)
Repairs & Maintenance	1,694	4,277	2,500	5,500	3,000
Computer Services	1,437	-	1,600	1,600	-
Printing & Binding	174	541	300	300	-
CONTRACTUAL SERV	3,305	4,818	4,400	7,400	3,000
Equipment Fuel	164	162	600	600	-
Equipment Parts	156	916	300	300	-
Equipment Labor	774	2,467	800	800	-
INTERNAL SERVICES	1,094	3,545	1,700	1,700	-
Postal Services	141	22	200	200	-
Telecommunications	2,234	819	3,000	2,000	(1,000)
Property Insurance	1,829	2,004	2,100	2,100	-
Motor Vehicle Insurance	1,542	1,279	2,000	2,000	-
Office Equipment Rental	1,081	1,302	1,000	1,000	-
Mileage	265	285	600	600	-
Travel & Training	1,601	1,271	3,200	2,000	(1,200)
Dues & Memberships	-	-	100	100	-
Office Supplies	3,112	2,381	1,500	2,800	1,300
Food & Food Service	705	1,993	500	1,000	500
Laundry & Janitorial	114	157	100	200	100

Highway Maintenance Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>ADMINISTRATION - continued</i>					
Building Repair & Maintenance	-	281	-	-	-
Uniforms & Apparel	-	260	-	-	-
Books & Subscriptions	166	110	-	-	-
Other Operating Supplies	910	696	400	1,000	600
Computer Supplies	-	107	3,600	3,600	-
OTHER CHARGES	13,700	12,967	18,300	18,600	300
TOTAL ADMINISTRATION	273,345	262,104	280,700	238,100	(42,600)
<i>STREETS</i>					
Regular	413,310	449,647	424,584	415,359	(9,225)
Overtime	26,146	35,795	30,000	50,000	20,000
FICA	32,522	36,315	33,731	34,379	648
VRS-Employer	48,621	51,192	40,768	39,740	(1,028)
Retirees	-	-	-	5,700	5,700
Insurance-Employer	4,882	5,225	5,563	5,422	(141)
VA Local Disability Plan	85	286	217	575	358
Worker's Compensation	24,108	23,375	22,275	19,020	(3,255)
Benefits Admin Fee	309	296	286	429	143
Employee Benefits	105,124	88,510	87,224	93,738	6,514
VRS Health Insurance Credit	617	652	552	538	(14)
PERSONNEL	655,724	691,293	645,200	664,900	19,700
Engineering & Architect	4,995	-	-	-	-
Repairs & Maintenance	9,710	24,254	13,000	27,000	14,000
Landscaping	4,460	-	-	-	-
Vehicle Repair & Maint	102	12,515	500	500	-
R & M Sidewalk Repair	320,247	2,790	-	-	-
R & M Resurfacing/Planing	1,874,920	676,211	1,000,000	1,000,000	-
Printing & Binding	446	717	1,100	1,100	-
Local Media	420	-	-	-	-
Laundry & Dry Cleaning	2,869	10,713	7,000	12,000	5,000
Refuse Service	743	900	800	800	-
CONTRACTUAL SERV	2,218,912	728,100	1,022,400	1,041,400	19,000

Highway Maintenance Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>STREETS - continued</i>					
Equipment Fuel	54,960	37,766	70,000	70,000	-
Equipment Parts	92,927	82,276	80,000	80,000	-
Equipment Labor	110,995	122,938	110,000	115,000	5,000
INTERNAL SERVICES	258,882	242,980	260,000	265,000	5,000
Electrical Services	7,774	8,063	8,000	8,000	-
Heating Services	5,599	3,599	7,000	7,000	-
Telecommunications	4,843	4,930	4,900	4,900	-
Motor Vehicle Insurance	12,252	10,582	13,000	10,500	(2,500)
Equipment Rental	1,133	6,473	2,000	5,000	3,000
Office Equipment Rental	1,081	1,205	1,000	1,200	200
Travel & Training	2,393	1,969	4,500	2,000	(2,500)
Office Supplies	577	419	500	500	-
Food & Food Service	1,508	2,199	2,000	2,000	-
Landscaping/Agricultural	6,721	14,067	7,000	7,000	-
Medical & Laboratory	31	-	-	-	-
Laundry & Janitorial	1,571	3,333	1,500	1,500	-
Building Repair & Maint	3,752	4,073	5,000	5,000	-
Vehicle & Equipment Fuels	3,104	158	300	300	-
Vehicle & Equip Supplies	2,824	9,417	3,500	3,500	-
Uniforms & Apparel	4,020	9,952	5,000	10,000	5,000
Other Operating Supplies	19,541	1,077	7,500	2,000	(5,500)
Streets & Sidewalks	34,114	45,419	40,000	45,000	5,000
Chemicals	1,906	-	1,000	1,000	-
Computer Supplies	-	7	1,700	1,700	-
OTHER CHARGES	114,744	126,942	115,400	118,100	2,700
Motor Vehicle & Equipment	-	102,233	105,000	184,000	79,000
CAPITAL	-	102,233	105,000	184,000	79,000
TOTAL STREETS	3,248,262	1,891,548	2,148,000	2,273,400	125,400

Highway Maintenance Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>STORM DRAINAGE</i>					
Regular	7,557	1,384	8,805	8,871	66
Overtime	56	-	-	-	-
FICA	554	103	728	643	(85)
VRS-Employer	874	108	845	852	7
Insurance-Employer	89	11	115	116	1
Va Local Disability Plan	1	2	-	-	-
Worker's Compensation	415	68	434	372	(62)
Benefits Admin Fee	2	1	6	9	3
Employee Benefits	-	-	1,356	1,425	69
VRS Health Insurance Credit	11	1	11	12	1
PERSONNEL	9,559	1,678	12,300	12,300	-
Repairs & Maintenance	18,598	8,615	20,000	20,000	-
CONTRACTUAL SERV	18,598	8,615	20,000	20,000	-
Building Repair & Maint	2,502	3,377	2,500	5,000	2,500
Streets & Sidewalks	-	4,250	600	1,000	400
OTHER CHARGES	2,502	7,627	3,100	6,000	2,900
TOTAL STORM DRAINAGE	30,659	17,920	35,400	38,300	2,900
<i>STREET LIGHTS</i>					
Repairs & Maintenance	-	98,787	-	-	-
CONTRACTUAL SERV	-	98,787	-	-	-
Electrical Services	447,552	457,447	460,000	460,000	-
OTHER CHARGES	447,552	457,447	460,000	460,000	-
TOTAL STREET LIGHTS	447,552	556,234	460,000	460,000	-
<i>SNOW & ICE REMOVAL</i>					
Regular	67,131	42,629	67,088	60,933	(6,155)
Overtime	36,412	43,863	40,000	40,000	-
FICA	7,714	6,522	8,050	7,370	(680)

Highway Maintenance Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>SNOW & ICE - continued</i>					
VRS-Employer	8,138	5,980	6,442	5,850	(592)
Insurance-Employer	790	551	879	798	(81)
Va Local Disability Plan	28	43	177	169	(8)
Worker's Compensation	4,953	3,387	5,277	4,096	(1,181)
Benefits Admin Fee	52	33	48	72	24
Employee Benefits	-	-	14,252	20,032	5,780
VRS Health Insurance Credit	99	67	87	80	(7)
PERSONNEL	125,317	103,075	142,300	139,400	(2,900)
Repairs & Maintenance	33,650	223,017	10,000	30,000	20,000
Local Media	143	-	-	-	-
CONTRACTUAL SERVICES	33,793	223,017	10,000	30,000	20,000
Equipment Fuel	1,305	135	1,000	1,000	-
Equipment Parts	35,375	24,267	35,000	35,000	-
Equipment Labor	12,350	6,705	14,000	14,000	-
INTERNAL SERVICES	49,030	31,107	50,000	50,000	-
Electrical Services	1,220	2,037	1,000	1,500	500
Equipment Rental	-	-	500	-	(500)
Travel - Convention & Educ	287	4,268	-	-	-
Misc Charges & Fees	220	-	-	-	-
Food & Food Service	179	144	-	-	-
Building Repair & Maint	509	2,072	1,500	1,500	-
Vehicle & Equip Supplies	5,907	296	-	-	-
Other Operating Supplies	238	3,268	1,000	-	(1,000)
Chemicals	114,736	91,811	100,000	100,000	-
OTHER CHARGES	123,296	103,896	104,000	103,000	(1,000)
TOTAL SNOW & ICE	331,436	461,095	306,300	322,400	16,100

Highway Maintenance Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
TRAFFIC SIGNALS					
Regular	170,807	166,919	174,128	176,454	2,326
Overtime	18,306	24,255	17,000	28,000	11,000
FICA	14,036	14,274	14,685	15,209	524
VRS-Employer	20,351	18,802	16,720	16,939	219
Insurance-Employer	2,041	1,918	2,281	2,311	30
VA Local Disability Plan	160	190	390	346	(44)
State Unemployment Tax	677	-	-	-	-
Worker's Compensation	10,371	9,235	9,418	7,716	(1,702)
Benefits Admin Fee	120	108	120	180	60
Employee Benefits	37,322	34,705	37,332	39,215	1,883
VRS Health Insurance Credit	257	240	226	230	4
PERSONNEL	274,448	270,646	272,300	286,600	14,300
Repairs & Maintenance	29,937	22,780	27,100	30,000	2,900
Vehicle Repairs & Maint	3,230	593	-	-	-
R & M Street Striping	55,389	60,464	60,000	60,000	-
Printing & Binding	-	10	100	100	-
Laundry & Dry Cleaning	-	-	500	-	(500)
Miss Utility Service	625	608	500	700	200
CONTRACTUAL SERV	89,181	84,455	88,200	90,800	2,600
Equipment Fuel	4,928	3,847	8,000	8,000	-
Equipment Parts	7,659	6,706	8,000	8,000	-
Equipment Labor	9,468	5,703	10,000	10,000	-
INTERNAL SERVICES	22,055	16,256	26,000	26,000	-
Electrical Services	53,580	56,097	50,000	60,000	10,000
Heating Services	1,745	919	1,500	1,500	-
Postal Services	445	141	500	200	(300)
Telecommunications	8,139	8,629	8,000	9,000	1,000
Motor Vehicle Insurance	5,869	4,476	6,000	6,000	-
Equipment Rental	628	5,719	2,000	2,000	-
Travel & Training	225	1,903	4,000	4,000	-
Office Supplies	691	1,191	1,000	1,000	-

Highway Maintenance Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
TRAFFIC SIGNALS - continued					
Food & Food Service	397	191	-	-	-
Laundry & Janitorial	609	754	1,000	1,000	-
Building Repair & Maint	86,983	63,176	55,000	65,000	10,000
Vehicle & Equipment Fuels	613	220	1,000	1,500	500
Vehicle & Equip Supplies	430	5,054	2,000	2,000	-
Uniforms & Apparel	3,160	2,641	3,200	3,200	-
Books & Subscriptions	-	-	300	100	(200)
Other Operating Supplies	376	2,997	500	500	-
Signs	35,881	44,983	50,000	60,000	10,000
Computer Supplies	5,483	1,726	-	-	-
Pavement Marking Materials	23,451	20,089	20,000	25,000	5,000
OTHER CHARGES	228,705	220,906	206,000	242,000	36,000
TOTAL TRAFFIC SIGNALS	614,389	592,263	592,500	645,400	52,900
TREES DIVISION					
Regular	68,894	70,765	72,664	74,659	1,995
Overtime	28	458	1,000	2,000	1,000
FICA	5,130	5,278	5,332	5,389	57
VRS-Employer	7,986	7,868	6,977	7,168	191
Insurance-Employer	800	801	952	978	26
VA Local Disability Insurance	-	3	-	176	176
Worker's Compensation	3,831	3,489	3,581	3,129	(452)
Benefits Admin Fee	49	42	48	72	24
Employee Benefits	13,381	12,283	14,252	20,032	5,780
VRS Health Insurance Credit	101	100	94	97	3
PERSONNEL	100,200	101,087	104,900	113,700	8,800
Repairs & Maintenance	95,708	104,944	100,000	150,000	50,000
Printing & Binding	-	57	100	100	-
Local Media	201	286	-	-	-
Laundry & Dry Cleaning	170	943	500	500	-
Sanitary Landfill Usage	-	-	200	-	(200)
CONTRACTUAL SERV	96,079	106,230	100,800	150,600	49,800

Highway Maintenance Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>TREES - continued</i>					
Equipment Fuel	1,506	2,242	1,500	2,500	1,000
Equipment Parts	576	1,236	1,000	1,000	-
Equipment Labor	1,443	4,699	1,000	6,000	5,000
INTERNAL SERVICES	3,525	8,177	3,500	9,500	6,000
Postal Services	54	3	100	100	-
Telecommunications	2,126	1,622	2,600	2,000	(600)
Motor Vehicle Insurance	484	408	1,000	500	(500)
Mileage & Transportation	246	245	500	500	-
Travel & Training	915	984	3,300	1,500	(1,800)
Dues & Memberships	265	365	500	500	-
Office Supplies	169	236	200	300	100
Food & Food Services	77	97	100	100	-
Landscaping/Agricultural	6,393	6,918	7,500	7,500	-
Vehicle & Equipment Fuels	77	-	100	200	100
Vehicle & Equipment	506	977	1,500	1,500	-
Uniforms & Apparel	592	520	600	1,500	900
Books & Subscriptions	353	-	300	200	(100)
Other Operating Supplies	157	142	500	200	(300)
Chemicals	-	-	100	-	(100)
OTHER CHARGES	12,414	12,517	18,900	16,600	(2,300)
TOTAL TREES DIVISION	212,218	228,011	228,100	290,400	62,300
TOTAL HIGHWAY MAINT FUND	5,157,861	4,009,175	4,051,000	4,268,000	217,000

Transit Fund

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

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

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

Performance Measures:

Indicators	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Measures					
Ridership	120,758	126,122	138,961	132,000	132,000
Vehicle Revenue Miles	190,964	189,545	197,472	190,000	190,000
Vehicle Revenue Hours	18,797	18,121	18,732	18,500	18,500
Reportable Incidents	6	2	7	3	0
Injuries	0	0	1	0	0

Revenues and Expenditure Summary:

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Revenue by Classification					
Charges for Services	90,146	99,306	87,300	97,300	10,000
Miscellaneous Revenue	15,032	-	-	-	-
State Revenue	260,508	168,916	169,000	232,400	63,400
Federal Revenue	809,577	436,681	492,000	716,000	224,000
Non-Revenue Receipts	223,172	238,570	266,700	275,300	8,600
TOTAL REVENUE	1,398,435	943,473	1,015,000	1,321,000	306,000

Transit Fund

Revenues and Expenditure Summary:

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018
	ACTUAL	ACTUAL	ORIGINAL	ADOPTED	BUDGET
			BUDGET	BUDGET	Inc/(Dec)
Expenditure by Classification					
Personnel Services	648,788	681,469	676,700	686,450	9,750
Contractual Services	44,937	44,450	47,300	53,000	5,700
Internal Services	158,298	159,347	178,000	185,000	7,000
Other Charges	41,747	58,381	63,000	81,550	18,550
Capital	503,490	-	50,000	315,000	265,000
TOTAL EXPENDITURES	1,397,260	943,647	1,015,000	1,321,000	306,000

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Fixed Route Division	9.0	9.0	9.0	9.0	0
Para Transit Division	3.0	3.0	3.0	3.0	0
Total	12.0	12.0	12.0	12.0	0

Revenue Detail:

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018
REVENUE	ACTUAL	ACTUAL	ORIGINAL	ADOPTED	BUDGET
			BUDGET	BUDGET	Inc/(Dec)
Fixed Route - Meter Fares	61,672	65,678	63,000	65,000	2,000
Fixed Route - Adult Fares	8,857	10,863	9,000	9,000	-
Fixed Route - Half Fares	2,782	3,050	3,000	3,000	-
Para-transit Meter Fares	2,484	2,866	2,800	2,800	-
Advertising	9,100	10,160	2,500	10,000	7,500
Trolley Meter Fares	849	1,461	3,000	2,500	(500)
Para-transit Adult Ticket	62	68	-	-	-
Para-transit Half Fare	4,340	5,160	4,000	5,000	1,000
CHARGES FOR SERVICES	90,146	99,306	87,300	97,300	10,000

Transit Fund

Revenue Detail - continued:

REVENUE	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018
	ACTUAL	ACTUAL	ORIGINAL BUDGET	ADOPTED BUDGET	BUDGET Inc/(Dec)
Sale of Surplus Property	14,900	-	-	-	-
Miscellaneous	132	-	-	-	-
MISC REVENUE	15,032	-	-	-	-
Formula Assistance	184,138	165,364	164,000	189,000	25,000
Capital Projects	76,370	3,552	5,000	43,400	38,400
STATE REVENUE	260,508	168,916	169,000	232,400	63,400
Federal Programs	405,568	416,069	452,000	439,000	(13,000)
Capital Projects	404,009	20,612	40,000	277,000	237,000
FEDERAL REVENUE	809,577	436,681	492,000	716,000	224,000
Insurance Recoveries	1,172	3,570	-	-	-
General Fund	222,000	235,000	266,700	275,300	8,600
NON-REVENUE RECEIPTS	223,172	238,570	266,700	275,300	8,600
TOTAL TRANSIT REVENUE	1,398,435	943,473	1,015,000	1,321,000	306,000

Expenditure Detail:

EXPENDITURES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018
	ACTUAL	ACTUAL	ORIGINAL BUDGET	ADOPTED BUDGET	BUDGET Inc/(Dec)
FIXED ROUTE SERVICE					
Regular	287,141	304,658	298,669	308,175	9,506
Overtime	31,456	37,438	25,000	25,000	-
Part-time Non-Classified	28,058	17,798	15,808	15,808	-
FICA	25,997	26,833	25,292	26,458	1,166
VRS-Employer	33,587	35,568	35,542	29,584	(5,958)
Retirees	11,806	12,427	12,450	10,000	(2,450)
Insurance-Employer	3,358	3,618	3,554	4,037	483
VA Local Disability Plan	153	363	353	520	167
Worker's Compensation	6,853	6,791	6,628	5,680	(948)

Transit Fund

Expenditure Detail - continued:

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018
	ACTUAL	ACTUAL	ORIGINAL	ADOPTED	BUDGET
EXPENDITURES			BUDGET	BUDGET	Inc/(Dec)
FIXED ROUTE SERVICE - continued					
Benefits Admin Fee	227	220	220	330	110
Employee Benefits	61,805	66,507	67,836	72,957	5,121
VRS Health Insurance Credit	423	450	448	401	(47)
PERSONNEL	490,864	512,671	491,800	498,950	7,150
Medical, Dental, & Hospital	1,625	2,280	1,500	1,500	-
Other Professional Services	485	50	300	300	-
Repairs & Maintenance	9,623	4,986	7,000	7,000	-
Vehicle Repair & Maintenance Services	1,266	448	2,000	2,000	-
Computer/Hardware Service Contracts	20,520	28,913	23,000	32,000	9,000
Printing & Binding	7,529	3,766	5,000	5,000	-
Local Media	1,482	1,273	2,500	1,800	(700)
Laundry & Dry Cleaning	2,407	2,734	3,000	3,000	-
CONTRACTUAL SERVICES	44,937	44,450	44,300	52,600	8,300
Equipment Fuel	51,015	35,311	60,000	50,000	(10,000)
Equipment Parts	29,952	40,753	30,000	40,000	10,000
Equipment Labor	47,501	50,913	50,000	55,000	5,000
INTERNAL SERVICES	128,468	126,977	140,000	145,000	5,000
Electrical Services	5,285	5,288	5,000	5,500	500
Heating Services	3,372	1,502	6,000	4,500	(1,500)
Water & Sewer	876	878	1,500	1,200	(300)
Postal Services	217	210	300	300	-
Telecommunications	4,401	6,269	6,000	6,000	-
Property Insurance	1,327	1,437	3,000	2,000	(1,000)
Motor Vehicle Insurance	9,844	10,683	15,000	15,000	-
General Liability Insurance	2,543	3,004	3,500	3,500	-
Mileage	26	-	2,000	500	(1,500)
Travel - Convention & Education	1,167	362	1,500	1,500	-
Dues & Association Memberships	745	803	1,000	1,000	-
Background Checks	305	313	500	250	(250)
Office Supplies	1,045	610	2,000	1,500	(500)
Misc Charges	34	-	-	-	-
Medical & Laboratory	481	499	500	600	100

Transit Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>FIXED ROUTE SERVICE - continued</i>					
Laundry & Janitorial Services	1,163	1,739	2,000	2,000	-
Building Repair & Maintenance	312	1,321	200	200	-
Vehicle & Equipment Fuels	3,972	-	-	-	-
Vehicle & Equipment Supplies	895	-	1,000	1,000	-
Uniforms & Apparel	1,030	352	2,000	2,000	-
Other Operating Supplies	2,617	20,571	10,000	30,000	20,000
Computer/Hardware Supplies	90	2,540	-	3,000	3,000
OTHER CHARGES	41,747	58,381	63,000	81,550	18,550
Machinery & Equipment	417,832	-	-	315,000	315,000
Computer Equip/Hardware	85,658	-	-	-	-
Building Improvements	-	-	50,000	-	(50,000)
CAPITAL	503,490	-	50,000	315,000	265,000
TOTAL FIXED ROUTE SERVICE	1,209,506	742,479	789,100	1,093,100	304,000
<i>PARATRANSIT SERVICE</i>					
Regular	88,704	91,629	90,272	92,082	1,810
Overtime	4,312	5,091	5,000	5,000	-
Part-time Non-classified	-	1,859	-	-	-
FICA	6,747	7,393	6,805	7,151	346
VRS-Employer	10,565	10,702	10,742	8,840	(1,902)
Insurance-Employer	1,056	1,089	1,074	1,206	132
Worker's Compensation	2,933	3,004	2,796	2,550	(246)
Benefits Admin Fee	77	72	72	108	36
Employee Benefits	23,495	20,758	21,403	24,243	2,840
VRS Health Insurance Credit	133	136	136	120	(16)
PERSONNEL	138,022	141,733	138,300	141,300	3,000
Medical, Dental, & Hospital	-	-	400	400	-
Vehicle Repairs & Maintenance	-	-	1,500	-	(1,500)
CONTRACTUAL SERVICES	-	-	1,900	400	(1,500)

Transit Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>PARATRANSIT SERVICE - continued</i>					
Equipment Fuel	11,215	9,580	10,000	10,000	-
Equipment Parts	4,193	4,691	3,000	5,000	2,000
Equipment Labor	7,796	8,001	9,000	10,000	1,000
INTERNAL SERVICES	23,204	22,272	22,000	25,000	3,000
TOTAL PARATRANSIT SERVICE	161,226	164,005	162,200	166,700	4,500
<i>TROLLEY ROUTES</i>					
Regular	275	631	-	-	-
Overtime	143	170	-	-	-
Part-time Non-classified	17,516	23,607	42,000	42,000	-
FICA	1,398	1,902	3,298	3,097	(201)
Worker's Compensation	570	755	1,302	1,103	(199)
PERSONNEL	19,902	27,065	46,600	46,200	(400)
Medical, Dental, & Hospital	-	-	300	-	(300)
Vehicle Repairs & Maintenance	-	-	800	-	(800)
CONTRACTUAL SERVICES	-	-	1,100	-	(1,100)
Equipment Fuel	3,219	3,648	8,000	5,000	(3,000)
Equipment Parts	1,669	1,507	3,000	5,000	2,000
Equipment Labor	1,738	4,943	5,000	5,000	-
INTERNAL SERVICES	6,626	10,098	16,000	15,000	(1,000)
TOTAL TROLLEY ROUTES	26,528	37,163	63,700	61,200	(2,500)
TOTAL TRANSIT EXPENDITURES	1,397,260	943,647	1,015,000	1,321,000	306,000

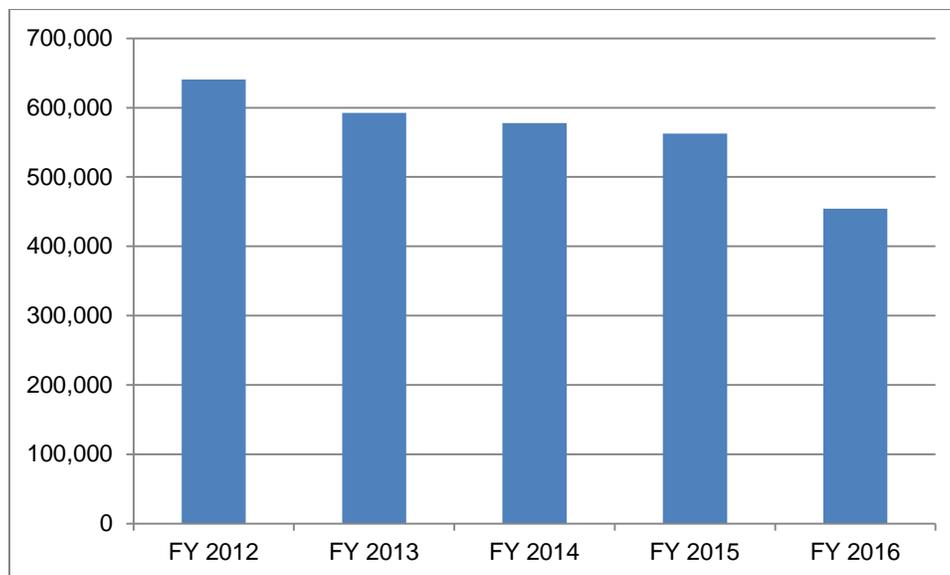
Emergency Medical Services (EMS) Fund

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 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Interest Earnings	1,886	1,527	2,000	2,000	-
REVENUE USE OF MONEY	1,886	1,527	2,000	2,000	-
EMS Transport Fees	1,117,553	1,051,316	1,065,000	1,123,000	58,000
CHARGES FOR SERVICES	1,117,553	1,051,316	1,065,000	1,123,000	58,000
TOTAL EMS REVENUE	1,119,439	1,052,843	1,067,000	1,125,000	58,000

Emergency Medical Services (EMS) Fund

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Administration	1.0	1.0	1.0	1.0	0
Firefighters	8.0	9.0	9.0	10.0	1.0
Total	9.0	10.0	10.0	11.0	1.0

Expenditure Summary:

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Expenditure by Classification					
Personnel Services	719,154	683,356	658,600	700,350	41,750
Contractual Services	251,551	228,749	236,150	243,900	7,750
Other Charges	163,950	249,161	172,250	180,750	8,500
TOTAL EXPENDITURES	1,134,655	1,161,266	1,067,000	1,125,000	58,000

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	476,680	460,272	432,154	459,467	27,313
Overtime	31,751	45,577	52,000	52,000	-
FICA	41,723	35,160	35,871	38,847	2,976
VRS-Employer	52,976	50,085	41,395	44,000	2,605
VRS-LODA	-	4,151	4,200	5,200	1,000
Retirees	8,855	9,320	8,900	8,300	(600)
Insurance-Employer	4,538	5,090	5,662	6,023	361
VA Local Disability Plan	190	245	250	247	(3)
Worker's Compensation	41,967	18,298	19,741	16,104	(3,637)
Benefits Admin Fee	218	232	240	360	120
Employee Benefits	59,684	54,292	57,625	69,203	11,578
VRS Health Insurance Credit	572	634	562	599	37
PERSONNEL	719,154	683,356	658,600	700,350	41,750

Emergency Medical Services (EMS) Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Medical, Dental, & Hospital	3,346	763	5,600	7,300	1,700
Other Professional Services	72,585	54,120	55,500	58,500	3,000
Computer Services	2,278	-	350	1,500	1,150
Printing & Binding	613	714	1,100	1,100	-
Local Media	172	-	-	-	-
Laundry & Dry Cleaning Services	2,557	3,152	3,600	5,500	1,900
Volunteer Fire Stations	170,000	170,000	170,000	170,000	-
CONTRACTUAL SERVICES	251,551	228,749	236,150	243,900	7,750
Postal Services	85	50	50	100	50
Telecommunications	50	960	3,700	-	(3,700)
Office Equipment Rental	354	352	400	400	-
Travel - Convention & Education	1,440	539	500	1,500	1,000
Volunteer Fire Department	120,900	208,959	98,900	113,500	14,600
Banking Fees	482	71	1,000	-	(1,000)
Misc. Charges & Fees	7,060	5,692	4,100	10,000	5,900
Office Supplies	207	199	300	1,000	700
Food & Food Service	93	362	950	950	-
Medical Laboratory	28,273	27,600	27,700	29,250	1,550
Laundry & Janitorial	-	-	-	500	500
Vehicle & Equipment Fuels	-	-	50	50	-
Uniforms & Apparel	3,818	3,802	33,900	16,600	(17,300)
Books & Subscriptions	-	-	500	500	-
Other Operating Supplies	1,188	575	200	6,400	6,200
OTHER CHARGES	163,950	249,161	172,250	180,750	8,500
TOTAL EMS EXPENDITURES	1,134,655	1,161,266	1,067,000	1,125,000	58,000

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.

Winchester-Frederick County Convention & Visitors Bureau Fund

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.

Revenue and Expenditure Summary:

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Revenue by Classification					
Revenue Use of Money	100	245	-	-	-
Miscellaneous Revenue	133,717	155,124	190,000	243,000	53,000
Non-Revenue Receipts	100,500	100,500	150,000	150,000	-
TOTAL REVENUE	234,317	255,869	340,000	393,000	53,000
Expenditure by Classification					
Personnel Services	130,923	144,082	194,600	200,800	6,200
Contractual Services	73,610	71,824	83,700	124,000	40,300
Other Charges	52,047	58,181	61,700	68,200	6,500
TOTAL EXPENDITURES	256,580	274,087	340,000	393,000	53,000

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Administration	1.5	2.0	2.0	2.0	0
Total	1.5	2.0	2.0	2.0	0

Winchester-Frederick County Convention & Visitors Bureau Fund

Revenue Detail:

REVENUE	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Interest Earnings	100	245	-	-	-
REVENUE USE OF MONEY	100	245	-	-	-
Special Events	12,374	11,670	10,000	28,000	18,000
Gift Shop Sales	20,843	22,079	20,000	25,000	5,000
Frederick County	100,500	100,500	150,000	150,000	-
Miscellaneous Grant	-	20,875	10,000	40,000	30,000
MISCELLANEOUS	133,717	155,124	190,000	243,000	53,000
General Fund	100,500	100,500	150,000	150,000	-
Fund Balance	-	-	-	-	-
NON-REVENUE RECEIPTS	100,500	100,500	150,000	150,000	-
TOTAL WFCCVB REVENUE	234,317	255,869	340,000	393,000	53,000

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	70,204	75,349	108,934	113,604	4,670
Overtime	-	30	-	-	-
Part-time Non-classified	34,429	35,897	42,000	42,000	-
FICA	8,022	8,225	10,673	10,745	72
VRS-Employer	6,923	9,010	12,273	10,906	(1,367)
Retirees	1,476	1,553	1,600	1,700	100
Insurance-Employer	692	922	1,227	1,488	261
Worker's Compensation	87	92	120	105	(15)
Flex Benefits - Admin Fee	27	38	48	72	24
Flex Benefits - Employee	8,976	12,852	17,570	20,032	2,462
VRS Health Insurance Credit	87	114	155	148	(7)
PERSONNEL	130,923	144,082	194,600	200,800	6,200

Winchester-Frederick County Convention & Visitors Bureau Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Other Professional Services	24,682	5,808	10,500	15,500	5,000
Maintenance Contracts	7,065	4,901	1,200	1,200	-
Printing & Binding	1,614	20,555	18,000	10,000	(8,000)
Local Media	40,249	40,560	54,000	97,300	43,300
CONTRACTUAL SERV	73,610	71,824	83,700	124,000	40,300
Postal Services	5,385	6,861	7,000	7,000	-
Telecommunications	3,210	3,099	3,500	3,500	-
Property Insurance	1,089	1,184	2,000	1,300	(700)
General Liability Insurance	543	583	500	500	-
Office Equipment Rental	3,001	1,988	2,500	2,500	-
Building Rental	15,900	15,900	15,900	15,900	-
Mileage & Transportation	1,638	4,389	5,000	5,000	-
Travel & Training	1,791	2,481	4,600	5,600	1,000
Banking Fees	32	7	-	-	-
Dues & Memberships	1,890	3,315	2,600	5,000	2,400
Misc. Charges & Fees	587	2,160	800	800	-
Background Checks	-	92	100	100	-
Office Supplies	1,340	1,000	1,000	1,000	-
Food & Food Service	419	562	1,000	1,000	-
Books & Subscriptions	873	2,401	1,000	1,000	-
Other Operating Supplies	365	473	900	900	-
Merchandise for Resale	11,831	10,934	12,000	15,000	3,000
Computer Supplies	2,153	752	1,200	2,000	800
Awards, Plaques, Other	-	-	100	100	-
OTHER CHARGES	52,047	58,181	61,700	68,200	6,500
TOTAL WFCCVB EXPENDITURES	256,580	274,087	340,000	393,000	53,000

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 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Revenue by Classification					
Use of Money	377	835	-	-	-
Charges for Services	48,433	45,108	50,000	50,000	-
TOTAL REVENUE	48,810	45,943	50,000	50,000	-
Expenditure by Classification					
Personnel Services	6,000	6,000	6,000	6,000	-
Contractual Services	333	875	2,000	2,000	-
Other Charges	26,809	35,140	42,000	42,000	-
TOTAL EXPENDITURES	33,142	42,015	50,000	50,000	-

Revenue Detail:

REVENUE	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Interest Earnings	377	835	-	-	-
USE OF MONEY	377	835	-	-	-
City Fees	38,145	34,083	38,000	38,000	-
County Fees	10,288	11,025	12,000	12,000	-
CHARGES FOR SERVICES	48,433	48,433	50,000	50,000	-
TOTAL REVENUE	48,810	45,943	50,000	50,000	-

Law Library Fund

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 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	333	875	2,000	2,000	-
CONTRACTUAL SERVICES	333	875	2,000	2,000	-
Telecommunications	1,064	2,026	2,000	2,000	-
Office Equipment	1,791	1,789	2,000	2,000	-
Banking Fees	112	26	500	500	-
Books & Subscriptions	23,842	27,785	30,000	30,000	-
Other Operating Supplies	-	-	2,500	2,500	-
Computer Supplies	-	3,514	5,000	5,000	-
OTHER CHARGES	26,809	35,140	42,000	42,000	-
TOTAL EXPENDITURES	33,142	42,015	50,000	50,000	-

Winchester Parking Authority Fund

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



The WPA launched a new interactive parking meter map in 2016 to assist customers in finding the 2,310 parking spaces downtown. The map features all public parking meters, the four garages, loading zones and designated handicap spaces. <http://gis.winchesterva.gov/Parkingauthority>

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.

Performance Measures:

Indicators	2014 Actual	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Measures					
Number of hourly customers utilizing the garages under normal operations	124,808	138,286	153,822	175,922	200,000
Number of total monthly parkers	929	957	955	965	970
Number of parkers Friday of Apple Blossom Festival	968	1,080	917	979	1,000
Number of parkers Saturday of Apple Blossom Festival	1,217	1,226	1,045	811	1,000
Number or parker for the Christmas Parade	524	339	113	498	500

Winchester Parking Authority Fund

Revenue Summary:

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Revenue by Classification					
Local Revenue	76,847	61,005	75,000	71,500	(3,500)
Charges for Services	1,048,311	1,097,053	1,157,000	1,170,500	13,500
Miscellaneous Revenue	1,100	2,937	-	-	-
Non-Revenue Receipts	1,329	-	-	-	-
TOTAL REVENUE	1,127,587	1,160,995	1,232,000	1,242,000	10,000

Expenditure Summary:

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Expenditure by Classification					
Personnel Services	324,315	340,043	359,800	376,300	16,500
Contractual Services	973,271	27,370	80,500	85,900	5,400
Internal Services	4,099	5,948	4,600	7,600	3,000
Other Charges	182,202	215,236	207,600	192,700	(14,900)
Capital	257,499	253,490	-	-	-
Debt	379,872	370,767	579,500	579,500	-
TOTAL EXPENDITURES	2,121,258	1,212,854	1,232,000	1,242,000	10,000

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Administration	5.0	5.0	5.0	5.0	0
Parking Enforcement	1.0	1.0	1.0	1.0	0
Total	6.0	6.0	6.0	6.0	0

Winchester Parking Authority Fund

Revenue Detail:

REVENUE	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Parking Fines	75,792	59,665	75,000	70,000	(5,000)
Interest Earnings	1,055	1,340	-	1,500	1,500
LOCAL REVENUE	76,847	61,005	75,000	71,500	(3,500)
Parking Meters - On Street	144,171	152,868	209,500	160,000	(49,500)
Parking Meters - Off Street	59,698	62,132	70,000	70,000	-
Auto Park Fees - Court Square	37,477	39,244	40,000	40,000	-
Auto Park Fees - Loudoun	15,404	25,572	17,000	30,000	13,000
Auto Park Fees - Braddock	99,446	116,364	100,000	120,000	20,000
Auto Park Fees - GW	88,557	100,993	90,000	101,000	11,000
Parking - Off Street Rental	33,189	32,070	33,000	33,000	-
Auto Park Rent - Court Square	154,306	156,262	160,000	165,000	5,000
Auto Park Rent - Loudoun	116,615	116,899	124,000	124,000	-
Auto Park Rent - Braddock	64,316	81,509	68,000	82,000	14,000
Auto Park Rent - GW	196,976	198,938	205,500	205,500	-
Validated Parking - DDB	8,936	8,202	10,000	10,000	-
Advance Ticket Sales	29,220	6,000	30,000	30,000	-
CHARGES FOR SERVICES	1,048,311	1,097,053	1,157,000	1,170,500	13,500
Other	1,100	2,937	-	-	-
MISCELLANEOUS REVENUE	1,100	2,937	-	-	-
Insurance Recoveries	1,329	-	-	-	-
NON-REVENUE RECEIPTS	1,329	-	-	-	-
TOTAL WPA REVENUE	1,127,587	1,160,995	1,232,000	1,242,000	10,000

Winchester Parking Authority Fund

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>WPA ADMINISTRATION</i>					
Regular	195,066	200,165	198,364	207,569	9,205
Overtime	8,749	10,505	5,000	13,000	8,000
Part-time	2,214	77	25,000	24,000	(1,000)
FICA	15,551	15,977	17,510	18,619	1,109
VRS-Employer	10,705	23,476	23,590	19,926	(3,664)
Retirees	5,903	6,214	6,225	5,000	(1,225)
Insurance-Employer	2,302	2,388	2,359	2,719	360
VA Local Disability Plan	-	15	17	18	1
Worker's Compensation	1,009	1,080	1,766	1,461	(305)
Flex Benefits - Admin Fee	130	123	123	185	62
Flex Benefits - Employee	30,849	27,391	28,249	32,234	3,985
VRS Health Insurance Credit	290	297	297	269	(28)
PERSONNEL	272,768	287,708	308,500	325,000	16,500
Engineering & Architect	13,463	-	5,000	10,000	5,000
Temporary Help/Other	170	233	200	200	-
Repairs & Maintenance	3,701	674	3,000	3,000	-
Vehicle Repair & Maint	1,893	400	1,000	1,000	-
Printing & Binding	8,295	4,685	5,000	4,100	(900)
Laundry & Dry Cleaning	949	571	700	-	(700)
CONTRACTUAL SERV	28,471	6,563	14,900	18,300	3,400
Equipment Fuel	2,393	2,177	2,500	2,500	-
Equipment Parts	1,073	2,189	1,000	3,000	2,000
Equipment Labor	625	1,571	1,000	2,000	1,000
Copier Charges	8	11	100	100	-
INTERNAL SERVICES	4,099	5,948	4,600	7,600	3,000
Water & Sewer	-	-	-	2,500	2,500
Postal Services	446	210	500	500	-
Telecommunications	1,734	1,282	2,000	1,500	(500)
Motor Vehicle Insurance	968	816	1,000	1,500	500
General Liability Insurance	4,243	2,616	4,200	3,000	(1,200)
Equipment Rental	1,824	-	1,000	-	(1,000)
Mileage	-	-	100	100	-
Travel & Training	-	-	600	600	-

Winchester Parking Authority Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>WPA ADMIN- continued</i>					
Banking Fees	382	34	-	-	-
Dues & Memberships	100	-	100	100	-
Misc Charges & Fees	16,559	17,836	17,000	18,000	1,000
Office Supplies	463	479	500	500	-
Food & Food Service	104	-	100	100	-
Landscaping/Agricultural	43	-	-	-	-
Vehicle & Equip Supplies	689	412	500	500	-
Uniforms & Apparel	458	120	200	500	300
Other Operating Supplies	2,953	2,786	2,000	5,000	3,000
Chemicals	613	681	700	700	-
Computer Equipment	683	320	35,000	-	(35,000)
OTHER CHARGES	32,262	27,592	65,500	35,100	(30,400)
Depreciation Expense	257,499	253,490	-	-	-
CAPITAL	257,499	253,490	-	-	-
<i>WPA ADMINISTRATION</i>	595,099	581,301	393,500	386,000	(7,500)
<i>OFF-STREET LOTS</i>					
Repairs & Maintenance	309	517	1,000	1,000	-
CONTRACTUAL SERV	309	517	1,000	1,000	-
Electrical Services	5,478	4,697	5,000	5,000	-
Rent - Parking Lots	6,459	6,459	7,000	7,000	-
Landscaping/Agricultural	-	272	200	200	-
Repairs & Maintenance	246	199	500	-	(500)
Other Operating Supplies	432	19,158	500	2,000	1,500
OTHER CHARGES	12,615	30,785	13,200	14,200	1,000
<i>TOTAL OFF-STREET LOTS</i>	12,924	31,302	14,200	15,200	1,000
<i>BRADDOCK AUTOPARK</i>					
Repairs & Maintenance	170,498	7,203	10,000	18,000	8,000
CONTRACTUAL SERV	170,498	7,203	10,000	18,000	8,000

Winchester Parking Authority Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>Braddock - continued</i>					
Electrical Services	13,202	13,491	13,000	13,000	-
Water & Sewer	784	-	-	-	-
Telecommunications	2,241	2,484	2,000	2,500	500
Property Insurance	5,299	5,737	5,700	5,700	-
Laundry & Janitorial	773	118	500	500	-
Repair & Maintenance	4,623	1,154	1,500	19,000	17,500
Other Operating Supplies	474	354	500	500	-
OTHER CHARGES	27,396	23,338	23,200	41,200	18,000
BRADDOCK AUTOPARK	197,894	30,541	33,200	59,200	26,000
<i>COURT SQUARE AUTOPARK</i>					
Repairs & Maintenance	294,804	3,072	10,000	10,000	-
Landscaping	-	-	1,000	1,000	-
CONTRACTUAL SERV	294,804	3,072	11,000	11,000	-
Electrical Services	25,707	23,411	25,000	25,000	-
Telecommunications	2,184	2,417	2,500	2,500	-
Property Insurance	7,098	5,762	5,800	5,800	-
Laundry & Janitorial	426	218	500	500	-
Repair & Maintenance	877	1,258	1,000	1,000	-
Other Operating Supplies	54	106	200	200	-
OTHER CHARGES	36,346	33,172	35,000	35,000	-
COURT SQUARE AUTOPARK	331,150	36,244	46,000	46,000	-
<i>LOUDOUN AUTOPARK</i>					
Repairs & Maintenance	465,606	2,608	10,000	10,000	-
CONTRACTUAL SERV	465,606	2,608	10,000	10,000	-
Electrical Services	22,395	19,067	22,500	20,000	(2,500)
Water & Sewer	1,128	1,077	1,200	-	(1,200)
Telecommunications	2,040	2,267	2,000	2,000	-
Property Insurance	6,935	7,507	7,500	7,500	-
Laundry & Janitorial	524	352	500	500	-

Winchester Parking Authority Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>Braddock - continued</i>					
Other Operating Supplies	-	106	-	-	-
Repair & Maintenance	3,982	973	1,000	1,000	-
OTHER CHARGES	37,004	31,349	34,700	31,000	(3,700)
LOUDOUN AUTOPARK	502,610	33,957	44,700	41,000	(3,700)
<i>PARKING ENFORCEMENT</i>					
Regular	33,786	35,446	33,966	34,653	687
Overtime	1,696	1,246	1,500	500	(1,000)
FICA	2,530	2,666	2,610	2,572	(38)
VRS-Employer	4,000	4,030	4,042	3,327	(715)
Insurance-Employer	400	410	404	454	50
Worker's Compensation	455	476	473	441	(32)
Flex Benefits - Admin Fee	26	24	24	36	12
Flex Benefits - Employee	8,604	7,986	8,230	9,272	1,042
VRS Health Insurance Credit	50	51	51	45	(6)
PERSONNEL	51,547	52,335	51,300	51,300	-
Repairs & Maintenance	-	83	2,200	-	(2,200)
Computer Maintenance	-	-	-	2,200	2,200
Printing & Binding	-	-	900	400	(500)
Laundry & Dry Cleaning	366	389	500	-	(500)
CONTRACTUAL SERVICES	366	472	3,600	2,600	(1,000)
Telecommunications	897	468	900	900	-
Uniforms & Apparel	150	195	200	200	-
Other Operating Supplies	40	174	100	100	-
OTHER CHARGES	1,087	837	1,200	1,200	-
PARKING ENFORCEMENT	53,000	53,644	56,100	55,100	(1,000)
<i>GEORGE WASHINGTON AUTOPARK</i>					
Repairs & Maintenance	13,217	6,935	30,000	25,000	(5,000)
CONTRACTUAL SERVICES	13,217	6,935	30,000	25,000	(5,000)

Winchester Parking Authority Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>GW Autopark- continued</i>					
Electrical Services	20,521	18,151	20,000	20,000	-
Water & Sewer	871	791	1,000	-	(1,000)
Telecommunications	3,035	3,636	3,000	3,000	-
Property Insurance	6,493	7,028	7,100	7,100	-
Laundry & Janitorial	1,296	1,553	1,300	1,500	200
Repair & Maintenance	2,926	1,365	2,000	3,000	1,000
Other Operating Supplies	30	385	400	400	-
Computer Equipment	320	35,254	-	-	-
OTHER CHARGES	35,492	68,163	34,800	35,000	200
TOTAL GW AUTOPARK	48,709	75,098	64,800	60,000	(4,800)
<i>DEBT</i>					
Principal	-	-	200,000	210,000	10,000
Interest	379,872	370,767	379,500	369,500	(10,000)
TOTAL DEBT SERVICE	379,872	370,767	579,500	579,500	-
TOTAL WPA EXPENDITURES	2,121,258	1,212,854	1,232,000	1,242,000	10,000

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 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Revenue by Classification					
Miscellaneous Revenue	149,469	77,785	-	-	-
Recovered Costs	46,187	962,429	680,000	1,175,000	495,000
State Revenue	765,940	2,658,693	5,780,000	5,980,000	200,000
Federal Revenue	258,062	889,746	50,000	1,100,000	1,050,000
Non-Revenue Receipts	2,233,264	8,440,217	9,130,000	11,140,000	2,010,000
TOTAL REVENUE	3,452,922	13,028,870	15,640,000	19,395,000	3,755,000

Expenditure by Classification

Public Safety	1,176,028	2,830,043	700,000	1,680,000	980,000
Public Works	2,269,563	8,113,906	13,815,000	15,735,000	1,920,000
Parks, Recreation, Cultural	381,853	1,031,085	1,125,000	1,980,000	855,000
Economic Development	797,617	-	-	-	-
Transfers	-	1,000,000	-	-	-
Debt	-	75,256	-	-	-
TOTAL EXPENDITURES	4,625,061	13,050,290	15,640,000	19,395,000	3,755,000

Revenue Detail:

REVENUE	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Interest Earnings	8,329	22,917	-	-	-
Capital Projects	8,880	6,000	-	-	-
Frederick County	132,260	48,868	-	-	-
MISCELLANEOUS REVENUE	149,469	77,785	-	-	-
Public Works	46,187	962,429	680,000	1,175,000	495,000
RECOVERED COSTS	46,187	962,429	680,000	1,175,000	495,000

City Capital Improvement Fund

Revenue Detail - continued:

REVENUE	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Street & Highway Maintenance	254,601	2,497,457	5,780,000	5,550,000	(230,000)
State Grants	511,339	161,236	-	430,000	430,000
STATE REVENUE	765,940	2,658,693	5,780,000	5,980,000	200,000
ISTEA Grant	258,062	591,014	-	700,000	700,000
Transportation Improvement	-	298,732	50,000	400,000	350,000
FEDERAL REVENUE	258,062	889,746	50,000	1,100,000	1,050,000
Sale of Bonds	-	7,075,000	7,350,000	-	(7,350,000)
Transfers	2,233,264	1,365,217	615,000	2,540,000	1,925,000
Fund Balance	-	-	1,165,000	8,600,000	7,435,000
NON-REVENUE RECEIPTS	2,233,264	8,440,217	9,130,000	11,140,000	2,010,000
TOTAL REVENUE CIP FUND	3,452,922	13,028,870	15,640,000	19,395,000	3,755,000

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Communication Equipment	1,176,028	2,785,660	-	-	-
Equipment	-	-	-	1,000,000	1,000,000
Fire Burn Building	-	44,383	700,000	680,000	(20,000)
PUBLIC SAFETY	1,176,028	2,830,043	700,000	1,680,000	980,000
Building Improvements	43,510	-	-	-	-
Signage	-	-	150,000	200,000	50,000
N Cameron Street Drainage	-	-	-	125,000	125,000
Boscawen/Loudoun Street	-	-	-	100,000	100,000
Sidewalks	-	252,968	500,000	250,000	(250,000)
Streets/Road Improvements	728,530	874,634	-	-	-
Roadway Construction	-	-	2,950,000	2,950,000	-
Hope Drive Improvements	177,268	205,187	2,000,000	2,050,000	50,000
Meadowbranch Avenue	281,054	3,896,078	-	-	-

City Capital Improvement Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Safe Routes to School	-	-	65,000	785,000	720,000
Tevis Extension	-	16,805	1,360,000	1,950,000	590,000
Valley Avenue	-	532,518	1,000,000	1,300,000	300,000
Storm Drainage Improvements	274,680	119,163	125,000	-	(125,000)
Traffic Signals	500,000	-	-	-	-
Loudoun Mall	-	-	-	125,000	125,000
JJC Improvements	264,521	1,841,084	-	-	-
City Hall Renovations Building	-	375,469	1,165,000	1,400,000	235,000
	-	-	4,500,000	4,500,000	-
PUBLIC WORKS	<u>2,269,563</u>	<u>8,113,906</u>	<u>13,815,000</u>	<u>15,735,000</u>	<u>1,920,000</u>
Motor Vehicle & Equipment	38,875	43,836	-	-	-
Green Circle	342,978	783,400	400,000	950,000	550,000
Facilities Construction	-	34,305	725,000	700,000	(25,000)
Outdoor Pool Improvements	-	-	-	150,000	150,000
Water Line Replacement	-	-	-	150,000	150,000
Playground Equipment	-	17,085	-	30,000	30,000
Property Acquisition	-	90,652	-	-	-
Indoor Pool Renovations	-	61,807	-	-	-
PARKS, REC, CULTURAL	<u>381,853</u>	<u>1,031,085</u>	<u>1,125,000</u>	<u>1,980,000</u>	<u>855,000</u>
Buildings	<u>797,617</u>	-	-	-	-
ECONOMIC DEVELOPMNT	<u>797,617</u>	-	-	-	-
Transfers	-	1,000,000	-	-	-
TRANSFERS	-	<u>1,000,000</u>	-	-	-
Bond Issuance Costs	-	75,256	-	-	-
DEBT	-	<u>75,256</u>	-	-	-
TOTAL EXPEND CIP FUND	<u>4,625,061</u>	<u>13,050,290</u>	<u>15,640,000</u>	<u>19,395,000</u>	<u>3,755,000</u>

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 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Administration	5.0	5.5	5.0	6.5	1.5
Source of Supply	12.0	12.0	12.0	11.5	(0.5)
Trans/Distribution	18.0	18.0	18.0	18.5	0.5
Mechanical/Electrical	0	0	0	4.0	4.0
Engineering	5.0	5.0	5.0	3.0	(2.0)
Total	40.0	40.5	40.0	43.5	3.5

Revenue Summary:

Revenue Sources	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Use of Money	6,033	11,604	2,000	6,000	4,000
Charges for Services	21,081,735	21,930,268	21,461,000	22,502,000	1,041,000
Miscellaneous Revenue	1,857	2,385	2,000	2,000	-
Recovered Costs	1,238,761	239,335	-	-	-
State Categorical Aid	-	3,593	-	-	-
Federal Categorical Aid	267,831	280,054	270,000	270,000	-
Non-Revenue Receipts	53,878	304,839	-	-	-
TOTAL REVENUE	22,650,095	22,772,078	21,735,000	22,780,000	1,045,000

Utilities Fund

Revenue Detail:

REVENUE	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Interest Earnings	1,833	7,565	2,000	6,000	4,000
Rental Rec Prop/Facility	4,200	4,039	-	-	-
USE OF MONEY	6,033	11,604	2,000	6,000	4,000
Sale of Water	11,644,143	12,270,080	11,750,000	12,600,000	850,000
Sale of Sewer	9,205,642	9,433,723	9,220,000	9,675,000	455,000
Reconnection Charges	25,360	24,880	25,000	25,000	-
Special Sewer	528	916	5,000	1,000	(4,000)
Lab Service Charges	5,980	7,232	6,000	-	(6,000)
Penalties	194,912	193,755	200,000	200,000	-
Water Availability Fees	-	(518)	125,000	-	(125,000)
Sewer Availability Fees	-	-	125,000	-	(125,000)
TV Inspections	5,170	200	5,000	1,000	(4,000)
CHARGES FOR SERVICES	21,081,735	21,930,268	21,461,000	22,502,000	1,041,000
Bad Checks	1,825	1,925	2,000	2,000	-
Sale of Surplus Property	-	460	-	-	-
Sale of Copies & Documents	32	-	-	-	-
MISCELLANEOUS REVENUE	1,857	2,385	2,000	2,000	-
Miscellaneous	1,001	895	-	-	-
Capital Contribution	1,237,760	238,440	-	-	-
RECOVERED COSTS	1,238,761	239,335	-	-	-
Public Assistance Grant	-	3,593	-	-	-
STATE CATEGORICAL AID	-	3,593	-	-	-
ARRA - Stimulus	267,831	269,275	270,000	270,000	-
Public Assistance Grant	-	10,779	-	-	-
FEDERAL CATEGORICAL AID	267,831	280,054	270,000	270,000	-
Insurance Recoveries	-	6,746	-	-	-
Utilities Fund	53,878	298,093	-	-	-
NON-REVENUE RECEIPTS	53,878	304,839	-	-	-
TOTAL UTILITIES	22,650,095	22,772,078	21,735,000	22,780,000	1,045,000

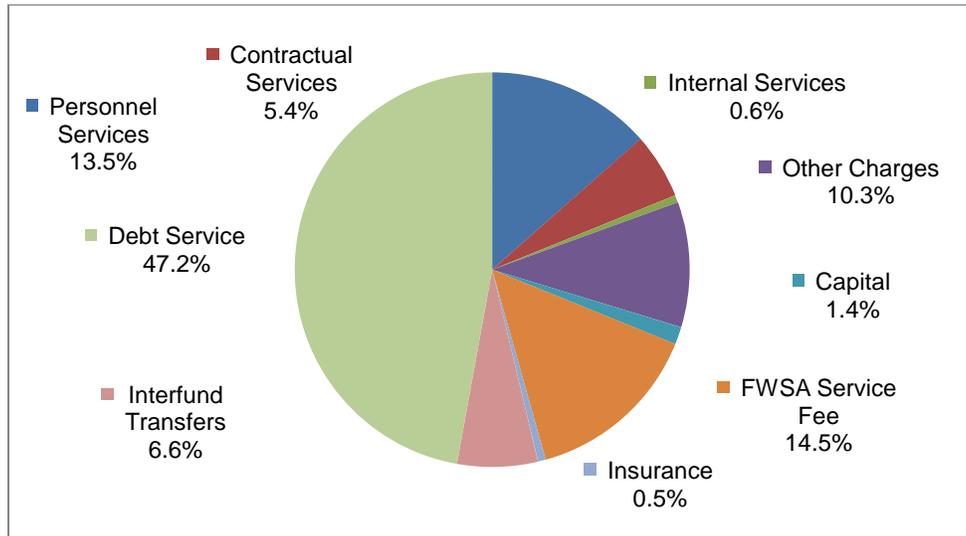
Utilities Fund

Expenditure Summary:

Expenditure by Classification	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018
	ACTUAL	ACTUAL	ORIGINAL BUDGET	ADOPTED BUDGET	BUDGET Inc/(Dec)
Personnel Services	2,590,947	2,778,631	2,830,200	3,075,200	245,000
Contractual Services	1,078,592	862,070	1,045,800	1,220,300	174,500
Internal Services	98,321	87,722	116,000	136,500	20,500
Other Charges	2,068,222	2,151,901	2,191,300	2,338,300	147,000
Capital	4,250,078	4,237,974	168,000	325,000	157,000
Joint Operations	3,072,094	3,344,058	3,300,000	3,300,000	-
Insurance	114,667	128,089	141,000	143,000	2,000
Interfund Transfers	1,600,000	1,600,000	1,600,000	1,500,000	(100,000)
Debt Service	4,161,867	3,897,105	10,342,700	10,741,700	399,000
TOTAL EXPENDITURES	19,034,788	19,087,550	21,735,000	22,780,000	1,045,000

Expenditure by Division	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018
	ACTUAL	ACTUAL	ORIGINAL BUDGET	ADOPTED BUDGET	BUDGET Inc/(Dec)
Administration	754,214	723,124	648,100	830,500	182,400
Source of Supply	2,709,660	2,802,851	2,933,200	3,008,900	75,700
Transmission/Distribution	1,966,466	1,918,400	2,281,100	2,185,500	(95,600)
Mechanical & Electrical	-	-	-	770,700	770,700
Engineering	4,655,820	4,673,923	488,900	299,700	(189,200)
Joint Operations	3,072,094	3,344,058	3,300,000	3,300,000	-
Insurance	114,667	128,089	141,000	143,000	2,000
Interfund Transfers	1,600,000	1,600,000	1,600,000	1,500,000	(100,000)
Debt Service	4,161,867	3,897,105	10,342,700	10,741,700	399,000
TOTAL EXPENDITURES	19,034,788	19,087,550	21,735,000	22,780,000	1,045,000

FY 2018 Expenditures by Classification



Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
ADMINISTRATION					
Regular	314,020	296,819	277,191	356,282	79,091
Overtime	1,867	7,357	2,000	10,000	8,000
FICA	23,444	22,249	18,849	25,263	6,414
VRS-Employer	(1,507)	34,842	26,583	34,268	7,685
Retirees	39,846	43,178	42,000	38,800	(3,200)
Insurance-Employer	3,689	3,533	3,627	4,667	1,040
VA Local Disability Plan	-	-	-	407	407
Worker's Comp	257	264	231	470	239
Benefits Admin Fee	126	110	116	221	105
Employee Benefits	27,463	24,376	30,190	39,760	9,570
VRS Health Insurance Credit	465	441	413	462	49
PERSONNEL	409,670	433,169	401,200	510,600	109,400
Engineering & Architect	61,839	31,206	25,000	25,000	-
Other Professional Services	-	466	-	-	-
Training/Education	160	-	7,000	7,000	-
Vehicle Repair & Maint	285	10	1,000	1,000	-
Computer Services	14,340	16,265	15,000	15,000	-

Utilities Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
ADMINISTRATION - continued					
Printing & Binding	578	1,208	2,500	1,500	(1,000)
Local Media	1,180	951	500	1,000	500
Contracted Parking	9,344	9,600	12,000	12,000	-
Billing Services	52,696	48,544	50,000	50,000	-
Food Services	1,105	1,380	2,400	1,000	(1,400)
CONTRACTUAL SERV	141,527	109,630	115,400	113,500	(1,900)
Postal Services	5,199	8,937	8,000	8,000	-
Telecommunications	2,752	2,770	3,000	3,000	-
Land	4,000	-	5,000	5,000	-
Mileage & Transportation	-	-	1,500	1,500	-
Travel & Training	129	-	4,000	4,000	-
State Health Dept Utility Fee	33,426	33,524	34,000	34,000	-
Banking Fees	94	95	-	200	200
Dues & Memberships	847	8,579	7,000	7,000	-
Misc Charges & Fees	141,588	109,378	50,000	120,000	70,000
Office Supplies	5,082	8,428	5,000	9,000	4,000
Vehicle & Equipment Fuels	49	-	250	200	(50)
Vehicle & Equipment	-	-	250	-	(250)
Uniforms & Apparel	-	-	500	-	(500)
Books & Subscriptions	183	339	500	500	-
Other Operating Supplies	9,128	6,786	6,000	9,000	3,000
Computer Equipment	-	1,169	5,000	5,000	-
Awards, Plaques, Other	540	320	1,500	-	(1,500)
OTHER CHARGES	203,017	180,325	131,500	206,400	74,900
TOTAL ADMINISTRATION	754,214	723,124	648,100	830,500	182,400
SOURCE OF SUPPLY					
Regular	520,633	536,610	548,264	544,750	(3,514)
Overtime	111,071	118,456	115,000	79,000	(36,000)
Part-time Non-Classified	28,171	33,557	30,000	30,000	-
FICA	49,019	51,917	52,439	47,614	(4,825)
VRS-Employer	(2,545)	63,614	52,633	51,980	(653)
Retirees	10,272	9,888	10,500	17,100	6,600
Insurance-Employer	6,111	6,459	7,182	7,093	(89)

Utilities Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
SOURCE OF SUPPLY - continued					
VA Local Disability Plan	355	692	868	819	(49)
Worker's Compensation	11,896	12,452	13,274	9,545	(3,729)
Benefits Admin Fee	309	279	296	432	136
Employee Benefits	76,982	63,198	75,807	72,316	(3,491)
VRS Health Insurance Credit	771	804	737	751	14
PERSONNEL	813,045	897,926	907,000	861,400	(45,600)
Other Professional Services	208	-	-	-	-
Travel & Training	4,240	3,515	1,000	4,200	3,200
Employment Agencies	39,581	17,530	-	-	-
Repairs & Maintenance	238,150	199,319	250,000	330,000	80,000
Vehicle Repair & Maint	-	5,752	2,000	2,000	-
Mowing & Trimming	9,685	8,783	10,000	10,000	-
Computer Equipment	12,730	25,032	13,000	5,000	(8,000)
Printing & Binding	19	-	500	500	-
Laundry & Dry Cleaning	4,207	4,532	5,000	5,000	-
Other	10	-	1,000	-	(1,000)
Refuse Service	76,253	75,860	75,000	80,000	5,000
Lab Services	3,108	3,065	5,000	15,000	10,000
CONTRACTUAL SERV	388,191	343,388	362,500	451,700	89,200
Equipment Fuel	51,060	35,583	70,000	70,000	-
Equipment Parts	16,237	17,316	14,000	20,000	6,000
Equipment Labor	29,085	31,391	30,000	40,000	10,000
INTERNAL SERVICES	96,382	84,290	114,000	130,000	16,000
Electrical Services	563,571	583,347	570,000	587,000	17,000
Postal Services	1,558	1,650	1,500	1,700	200
Telecommunications	21,724	18,723	17,000	21,000	4,000
Equipment Rental	3,945	4,683	2,500	2,500	-
Office Equipment	2,782	2,565	2,800	2,800	-
Mileage & Transportation	100	19	1,000	1,000	-
Travel & Training	9,943	7,626	10,000	11,000	1,000
Dues & Memberships	908	1,319	1,500	2,100	600
Local Real Estate Taxes	31,898	16,471	32,000	57,000	25,000
Misc Charges & Fees	-	330	2,200	500	(1,700)
Office Supplies	1,337	1,236	2,500	1,500	(1,000)

Utilities Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
SOURCE OF SUPPLY - continued					
Food & Food Service	19	198	200	200	-
Medical & Laboratory	47,911	32,145	35,000	35,000	-
Laundry & Janitorial	3,914	6,611	5,000	6,000	1,000
Repair & Maintenance	97,339	126,044	160,000	125,000	(35,000)
Vehicle & Equipment Fuels	2,978	18,644	11,000	12,000	1,000
Vehicle & Equipment	609	1,340	1,500	2,000	500
Uniforms & Apparel	6,030	4,222	5,000	5,000	-
Books & Subscriptions	226	435	500	500	-
Other Operating Supplies	1,974	6,655	3,000	7,000	4,000
Chemicals	610,762	642,710	670,000	640,000	(30,000)
Computer Equipment	2,504	74	15,000	15,000	-
Awards, Plaques, Other	10	200	500	-	(500)
OTHER CHARGES	1,412,042	1,477,247	1,549,700	1,535,800	(13,900)
Machinery & Equipment	-	-	-	30,000	30,000
CAPITAL	-	-	-	30,000	30,000
TOTAL SOURCE OF SUPPLY	2,709,660	2,802,851	2,933,200	3,008,900	75,700
TRANSMISSION/ DISTRIBUTION					
Regular	649,436	655,633	697,280	655,186	(42,094)
Overtime	142,597	129,971	135,000	135,000	-
Part-time Non-Classified	2,214	-	-	-	-
FICA	58,059	57,340	56,997	47,517	(9,480)
VRS-Employer	(2,310)	77,382	66,939	62,898	(4,041)
Retirees	5,136	4,944	5,200	4,300	(900)
Insurance-Employer	7,709	7,871	9,134	8,583	(551)
VA Local Disability Plan	184	345	388	529	141
State Unemployment Tax	-	7,182	-	-	-
Worker's Compensation	15,174	15,639	21,240	23,333	2,093
Benefits Admin Fee	457	424	427	599	172
Employee Benefits	129,232	125,378	141,113	140,049	(1,064)
VRS Health Insurance Credit	972	978	982	906	(76)
PERSONNEL	1,008,860	1,083,087	1,134,700	1,078,900	(55,800)
Medical, Dental, & Hospital	4,733	-	-	-	-
Other Professional Services	247	-	-	-	-

Utilities Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
TRANSMISSION/ DISTRIBUTION - continued					
Training/Education	1,375	-	1,000	4,200	3,200
Repair & Maintenance	453,426	306,511	460,000	435,000	(25,000)
Vehicle Repairs & Maint	28,573	22,231	28,000	28,000	-
Mowing & Trimming	20,308	25,044	21,000	21,000	-
Computer Services	5,444	8,591	12,000	5,000	(7,000)
Printing & Binding	1,382	2,944	1,000	1,000	-
Local Media	143	-	-	-	-
Laundry & Dry Cleaning	-	-	500	-	(500)
Sanitary Landfill Usage	-	-	200	5,000	4,800
Refuse Service	1,000	1,200	1,000	1,200	200
Miss Utility Service	4,437	5,119	4,500	5,000	500
CONTRACTUAL SERV	521,068	371,640	529,200	505,400	(23,800)
Electrical Services	90,054	88,876	90,000	45,000	(45,000)
Heating Services	1,368	1,143	2,500	2,500	-
Water & Sewer	1,713	1,573	1,200	1,200	-
Postal Services	292	347	1,000	500	(500)
Telecommunications	24,943	18,919	24,000	24,000	-
Property Insurance	18,748	19,372	27,000	20,000	(7,000)
Equipment Rental	6,539	5,998	10,000	12,500	2,500
Office Equipment	1,376	1,404	1,400	1,500	100
Lease/Rent of Buildings	1,566	1,067	1,500	1,500	-
Mileage & Transportation	-	-	1,000	1,000	-
Travel & Training	6,339	4,671	5,000	12,000	7,000
Dues & Memberships	496	75	500	500	-
Misc Charges & Fees	5,293	5,372	7,500	7,500	-
Office Supplies	1,497	6,090	1,700	2,000	300
Food & Food Service	1,470	328	200	500	300
Landscaping/Agricultural	558	66	-	-	-
Medical & Laboratory	418	264	500	500	-
Laundry & Janitorial Services	5,900	5,686	6,800	6,800	-
Repair & Maintenance	214,535	246,630	225,000	205,000	(20,000)
Vehicle & Equipment Fuels	2,332	877	1,500	2,000	500
Vehicle & Equipment	9,968	11,507	10,000	12,500	2,500
Uniforms & Apparel	10,007	10,435	10,000	13,000	3,000
Books & Subscriptions	288	98	-	-	-
Other Operating Supplies	3,645	2,755	3,500	3,500	-

Utilities Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
TRANSMISSION/ DISTRIBUTION - continued					
Streets & Sidewalks	19,851	18,262	40,000	40,000	-
Chemicals	4,098	4,667	1,000	1,700	700
Computer Equipment	3,124	7,086	4,000	4,000	-
Awards, Plaques, Other	120	105	400	-	(400)
OTHER CHARGES	436,538	463,673	477,200	421,200	(56,000)
Machinery & Equipment	-	-	140,000	180,000	40,000
CAPITAL	-	-	140,000	180,000	40,000
TOTAL TRANSMISSION/ DISTRIBUTION	1,966,466	1,918,400	2,281,100	2,185,500	(95,600)
MECHANICAL & ELECTRICAL					
Regular	-	-	-	264,259	264,259
Overtime	-	-	-	20,000	20,000
FICA	-	-	-	20,110	20,110
VRS-Employer	-	-	-	26,594	26,594
Insurance-Employer	-	-	-	3,626	3,626
VA Local Disability Plan	-	-	-	567	567
Worker's Compensation	-	-	-	3,199	3,199
Benefits Admin Fee	-	-	-	216	216
Employee Benefits	-	-	-	48,144	48,144
VRS Health Insurance Credit	-	-	-	385	385
PERSONNEL	-	-	-	387,100	387,100
Training/Education	-	-	-	10,000	10,000
Repairs & Maintenance	-	-	-	92,000	92,000
Vehicle & Equipment	-	-	-	1,000	1,000
Mowing & Trimming	-	-	-	8,500	8,500
CONTRACTUAL SERV	-	-	-	111,500	111,500
Equipment Fuel	-	-	-	4,500	4,500
INTERNAL SERVICES	-	-	-	4,500	4,500
Electrical Services	-	-	-	80,000	80,000
Telecommunications	-	-	-	6,500	6,500
Equipment Lease	-	-	-	2,000	2,000

Utilities Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
MECHANICAL & ELECTRICAL - continued					
Travel & Training	-	-	-	5,000	5,000
Office Supplies	-	-	-	500	500
Laundry & Janitorial	-	-	-	1,000	1,000
Repair & Maintenance	-	-	-	52,000	52,000
Vehicle & Equip Fuels	-	-	-	2,800	2,800
Vehicle Repair & Maintenance	-	-	-	500	500
Uniforms & Apparel	-	-	-	800	800
Other Operating Supplies	-	-	-	500	500
Computer Equipment	-	-	-	1,000	1,000
OTHER CHARGES	-	-	-	152,600	152,600
Machinery & Equipment	-	-	-	115,000	115,000
CAPITAL	-	-	-	115,000	115,000
TOTAL MECHANICAL & ELEC	-	-	-	770,700	770,700
ENGINEERING					
Regular	291,327	268,375	290,088	168,438	(121,650)
Overtime	6,458	11,180	10,000	10,000	-
FICA	21,717	20,874	22,777	12,632	(10,145)
VRS-Employer	(1,120)	31,133	27,853	16,185	(11,668)
Insurance-Employer	3,450	3,173	3,801	2,206	(1,595)
VA Local Disability Plan	-	42	334	531	197
Worker's Compensation	2,867	2,296	2,146	937	(1,209)
Benefits Admin Fee	130	109	120	108	(12)
Employee Benefits	34,108	26,873	29,804	25,944	(3,860)
VRS Health Insurance Credit	435	394	377	219	(158)
PERSONNEL	359,372	364,449	387,300	237,200	(150,100)
Engineering & Architect	24,921	28,238	25,000	25,000	-
Vehicle Repairs & Maint	25	248	1,000	500	(500)
Computer Services	1,993	8,618	12,500	12,500	-
Printing & Binding	867	308	200	200	-
CONTRACTUAL SERV	27,806	37,412	38,700	38,200	(500)
Copier Charges	1,939	3,432	2,000	2,000	-
INTERNAL SERVICES	1,939	3,432	2,000	2,000	-

Utilities Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
ENGINEERING - continued					
Postal Services	72	-	200	200	-
Telecommunications	4,822	8,330	9,000	6,000	(3,000)
Mileage & Transportation	625	18	1,900	1,900	-
Travel & Training	3,465	1,999	9,800	6,000	(3,800)
Dues & Memberships	388	481	1,000	600	(400)
Office Supplies	-	63	-	-	-
Food & Food Service	877	511	1,000	1,000	-
Vehicle & Equipment Fuels	265	32	100	-	(100)
Uniforms & Apparel	957	1,103	1,500	1,000	(500)
Books & Subscriptions	-	-	300	300	-
Other Operating Supplies	1,198	2,276	2,300	1,300	(1,000)
Computer Equipment	3,926	15,813	5,600	4,000	(1,600)
Awards, Plaques, Other	30	30	200	-	(200)
OTHER CHARGES	16,625	30,656	32,900	22,300	(10,600)
Motor Vehicle & Equipment	-	-	28,000	-	(28,000)
Depreciation Expense	4,250,078	4,237,974	-	-	-
CAPITAL	4,250,078	4,237,974	28,000	-	(28,000)
TOTAL ENGINEERING	4,655,820	4,673,923	488,900	299,700	(189,200)
JOINT OPERATIONS					
FWSA Service Charge	3,072,094	3,344,058	3,300,000	3,300,000	-
OTHER CHARGES	3,072,094	3,344,058	3,300,000	3,300,000	-
TOTAL JOINT OPERATIONS	3,072,094	3,344,058	3,300,000	3,300,000	-
INSURANCE					
Property Insurance	48,519	51,204	50,000	65,000	15,000
Motor Vehicle Insurance	23,966	20,634	26,000	20,000	(6,000)
General Liability	42,182	56,251	65,000	58,000	(7,000)
OTHER CHARGES	114,667	128,089	141,000	143,000	2,000
TOTAL INSURANCE	114,667	128,089	141,000	143,000	2,000

Utilities Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
<i>INTERFUND</i>					
General Fund	1,600,000	1,600,000	1,600,000	1,500,000	(100,000)
Capital Improvement Fund	-	-	-	-	-
TRANSFERS	1,600,000	1,600,000	1,600,000	1,500,000	(100,000)
<i>TOTAL INTERFUND</i>	<i>1,600,000</i>	<i>1,600,000</i>	<i>1,600,000</i>	<i>1,500,000</i>	<i>(100,000)</i>
<i>DEBT</i>					
Principal - Bonds	(134,255)	-	4,767,325	4,980,500	213,175
Interest - Bonds	3,582,206	3,439,061	3,420,075	3,218,400	(201,675)
Bond Issuance Costs	190,654	-	-	-	-
FWSA Debt	523,262	458,044	2,155,300	2,542,800	387,500
<i>DEBT SERVICE</i>	<i>4,161,867</i>	<i>3,897,105</i>	<i>10,342,700</i>	<i>10,741,700</i>	<i>399,000</i>
TOTAL UTILITIES FUND	19,034,788	19,087,550	21,735,000	22,780,000	1,045,000

Utilities Capital Improvement Fund

Revenue Detail:

REVENUE	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Availability Fee -Water	139,016	184,353	-	-	-
Availability Fee - Sewer	155,800	185,200	-	-	-
CHARGES FOR SERVICE	<u>294,816</u>	<u>369,553</u>	-	-	-
Sale of Bonds	-	-	6,250,000	11,000,000	4,750,000
Fund Balance	-	-	-	-	-
NON-REVENUE RECEIPTS	<u>-</u>	<u>-</u>	<u>6,250,000</u>	<u>11,000,000</u>	<u>4,750,000</u>
TOTAL REV CAP IMPROV	<u>294,816</u>	<u>369,553</u>	<u>6,250,000</u>	<u>11,000,000</u>	<u>4,750,000</u>

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
CAPITAL PROJECTS					
Infrastructure Improvement	-	-	3,000,000	6,250,000	3,250,000
Water Meter Replacement	-	-	2,500,000	4,000,000	1,500,000
Sanitary Sewer Improvements	-	-	750,000	750,000	-
CAPITAL	<u>-</u>	<u>-</u>	<u>6,250,000</u>	<u>11,000,000</u>	<u>4,750,000</u>
INTERFUND					
Utilities Operating	53,878	298,093	-	-	-
TRANSFERS	<u>53,878</u>	<u>298,093</u>	-	-	-
TOTAL CAPITAL IMPROV FUND	<u>53,878</u>	<u>298,093</u>	<u>6,250,000</u>	<u>11,000,000</u>	<u>4,750,000</u>

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 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Revenue by Classification					
Use of Money	5,458	13,475	5,000	10,000	5,000
Recovered Costs	607,349	605,080	450,000	425,000	(25,000)
Non-Revenue Receipts	-	-	683,000	565,000	(118,000)
TOTAL REVENUE	612,807	618,555	1,138,000	1,000,000	(138,000)
Expenditure by Classification					
Personnel Services	51,391	332,945	533,000	438,000	(95,000)
Contractual Services	454,200	431,496	600,000	557,000	(43,000)
Other Charges	2,123	2,641	5,000	5,000	-
TOTAL EXPENDITURES	507,714	767,082	1,138,000	1,000,000	(138,000)

Revenue Detail:

REVENUE	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Interest Earnings	5,458	13,475	5,000	10,000	5,000
USE OF MONEY	5,458	13,475	5,000	10,000	5,000
Miscellaneous Revenue	-	107,613	-	-	-
Worker's Compensation	437,130	471,765	450,000	425,000	(25,000)
Health Insurance	170,219	25,702	-	-	-
RECOVERED COSTS	607,349	605,080	450,000	425,000	(25,000)
Fund Balance	-	-	683,000	565,000	(118,000)
NON-REVENUE RECEIPTS	-	-	683,000	565,000	(118,000)
TOTAL EMPLOYEE BENEFITS FUND	612,807	618,555	1,138,000	1,000,000	(138,000)

Employee Benefits Fund

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	41,039	-	-	-	-
Bonus Pay	-	-	185,000	150,000	(35,000)
FICA	3,170	-	13,000	11,000	(2,000)
VRS-Employer	4,909	-	-	-	-
Retirees	-	332,945	333,000	275,000	(58,000)
Insurance-Employer	491	-	-	-	-
VA Local Disability Plan	243	-	-	-	-
Worker's Compensation	34	-	2,000	2,000	-
Benefits Admin Fee	18	-	-	-	-
Employee Benefits	1,425	-	-	-	-
VRS Health Insurance Credit	62	-	-	-	-
PERSONNEL	51,391	332,945	533,000	438,000	(95,000)
Health Insurance Charges	33,319	15,401	35,000	20,000	(15,000)
Wellness Programs	490	-	5,000	2,000	(3,000)
Other Professional Services	1,150	-	75,000	75,000	-
Training/Education	-	4,300	25,000	25,000	-
Worker's Compensation	415,419	411,795	450,000	425,000	(25,000)
Food Services	3,822	-	10,000	10,000	-
CONTRACTUAL SERVICES	454,200	431,496	600,000	557,000	(43,000)
Banking Fees	1,596	404	2,000	2,000	-
Misc Charges & Fees	527	2,237	3,000	3,000	-
OTHER CHARGES	2,123	2,641	5,000	5,000	-
TOTAL EMPLOYEE BENEFITS FUND	507,714	767,082	1,138,000	1,000,000	(138,000)

Equipment Maintenance 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 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Revenue by Classification					
Use of Money	297	815	-	-	-
Recovered Costs	1,305,292	1,270,078	1,500,000	1,562,000	62,000
TOTAL REVENUE	1,305,589	1,270,893	1,500,000	1,562,000	62,000
Expenditure by Classification					
Personnel Services	239,859	314,766	340,800	490,500	149,700
Contractual Services	243,559	249,877	224,000	254,400	30,400
Internal Services	12,462	47,549	42,000	45,000	3,000
Other Charges	772,515	671,705	893,200	727,100	(166,100)
Capital	-	-	-	45,000	45,000
Depreciation	4,892	4,892	-	-	-
TOTAL EXPENDITURES	1,273,287	1,288,789	1,500,000	1,562,000	62,000

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Equipment Fund	5.0	6.0	6.0	8.0	2.0
Total	5.0	6.0	6.0	8.0	2.0

Equipment Maintenance Fund

Revenue Detail:

REVENUE	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Interest Earnings	297	815	-	-	-
USE OF MONEY	297	815	-	-	-
Fuel	490,466	381,795	550,000	385,000	(165,000)
Labor	494,459	546,783	600,000	799,000	199,000
Parts	320,367	341,500	350,000	378,000	28,000
RECOVERED COSTS	1,305,292	1,270,078	1,500,000	1,562,000	62,000
TOTAL EQUIPMENT FUND	1,305,589	1,270,893	1,500,000	1,562,000	62,000

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	159,665	209,304	233,326	343,422	110,096
Overtime	12,599	14,218	14,000	14,000	-
FICA	12,698	22,951	18,512	26,676	8,164
VRS-Employer	10,260	23,126	22,404	32,990	10,586
Retirees	7,487	5,178	5,200	5,000	(200)
Insurance-Employer	2,010	2,378	3,057	4,502	1,445
VA Local Disability Plan	-	376	423	1,613	1,190
Worker's Compensation	3,755	4,323	5,362	5,607	245
Benefits Admin Fee	111	123	144	299	155
Employee Benefits	31,021	32,494	38,068	55,942	17,874
VRS Health Insurance Credit	253	295	304	449	145
PERSONNEL	239,859	314,766	340,800	490,500	149,700
Medical, Dental, & Hospital	710	-	-	-	-
Repairs & Maintenance	24,178	13,507	5,000	17,000	12,000
Vehicle Repair & Maint	206,888	231,538	200,000	225,000	25,000
Computer Services	8,126	525	14,400	5,000	(9,400)
Printing & Binding	-	97	100	100	-

Equipment Maintenance Fund

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Local Media	-	-	-	300	300
Laundry & Dry Cleaning	3,657	4,210	4,500	7,000	2,500
CONTRACTUAL SERV	243,559	249,877	224,000	254,400	30,400
Equipment Fuel	2,654	2,394	4,000	4,000	-
Equipment Parts	1,059	2,920	3,000	3,000	-
Equipment Labor	8,749	7,350	5,000	8,000	3,000
Billing Clearing Account	-	34,885	30,000	30,000	-
INTERNAL SERVICES	12,462	47,549	42,000	45,000	3,000
Electrical Services	9,253	8,591	13,200	12,000	(1,200)
Heating Services	6,901	4,195	9,000	9,000	-
Water & Sewer	6,933	6,621	9,000	7,500	(1,500)
Postal Services	18	27	200	200	-
Telecommunications	3,007	3,415	3,500	3,500	-
Property Insurance	1,303	1,088	1,600	1,600	-
Motor Vehicle Insurance	529	452	500	500	-
General Liability Insurance	2,913	3,156	3,300	3,000	(300)
Mileage	-	-	500	500	-
Travel & Training	1,080	1,300	4,000	2,000	(2,000)
Banking Fees	91	24	100	100	-
Background Checks	-	-	-	200	200
Office Supplies	1,310	1,552	1,400	1,400	-
Food & Food Service	581	237	300	300	-
Medical & Laboratory	238	285	500	400	(100)
Laundry & Janitorial Services	1,006	731	2,000	1,500	(500)
Building Repair & Maint	1,869	565	4,100	2,500	(1,600)
Vehicle & Equipment Fuels	456,402	340,696	575,000	365,900	(209,100)
Vehicle & Equipment	272,553	287,980	250,000	300,000	50,000
Uniforms & Apparel	293	1,950	1,900	3,000	1,100
Books & Subscriptions	-	-	100	-	(100)
Other Operating Supplies	6,235	2,698	10,000	10,000	-
Computer Supplies	-	6,142	3,000	2,000	(1,000)
OTHER CHARGES	772,515	671,705	893,200	727,100	(166,100)
Motor Vehicle & Equipment Depreciation Expense	-	-	-	45,000	45,000
	4,892	4,892	-	-	-
TOTAL EQUIPMENT FUND	1,273,287	1,288,789	1,500,000	1,562,000	62,000

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 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Other Post-Empl Benefits	457,000	480,000	480,000	400,000	(80,000)
CHARGES FOR SERVICES	457,000	480,000	480,000	400,000	(80,000)
TOTAL REVENUE	457,000	480,000	480,000	400,000	(80,000)

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Retirees	457,000	480,000	480,000	400,000	(80,000)
PERSONNEL	457,000	480,000	480,000	400,000	(80,000)
TOTAL EXPENDITURES	457,000	480,000	480,000	400,000	(80,000)

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 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Interest Earnings	2,164	4,990	-	-	-
USE OF MONEY	2,164	4,990	-	-	-
Debt Service	1,230,100	1,228,025	1,221,000	1,215,000	(6,000)
CHARGES FOR SERVICES	1,230,100	1,228,025	1,221,000	1,215,000	(6,000)
TOTAL REVENUE	1,232,264	1,233,015	1,221,000	1,215,000	(6,000)

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Facilities Construction	29,051	238,382	-	-	-
Principal	680,000	700,000	700,000	715,000	15,000
Interest	550,350	528,025	521,000	500,000	(21,000)
Bond Issuance Costs	9,945	-	-	-	-
DEBT SERVICES	1,269,346	1,466,407	1,221,000	1,215,000	(6,000)
TOTAL EXPENDITURES	1,269,346	1,466,407	1,221,000	1,215,000	(6,000)

Frederick-Winchester Service Authority Fund

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

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

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

Revenue and Expenditure Summary:

	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Revenue by Classification					
Charges for Services	4,305,950	4,498,609	4,633,000	5,493,000	860,000
TOTAL REVENUE	4,305,950	4,498,609	4,633,000	5,493,000	860,000
Expenditure by Classification					
Personnel Services	1,525,206	1,615,055	1,788,900	1,811,200	22,300
Contractual Services	723,415	888,310	752,100	1,080,500	328,400
Internal Services	37,734	32,753	46,000	47,500	1,500
Other Charges	2,019,594	1,962,493	1,986,000	2,039,800	53,800
Capital	-	-	60,000	514,000	454,000
TOTAL EXPENDITURES	4,305,949	4,498,611	4,633,000	5,493,000	860,000

Frederick-Winchester Service Authority Fund

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Equipment Fund	22.0	25.0	25.5	27.5	2.0
Authority Staff	2.0	2.0	2.0	2.0	0
Total	24.0	27.0	27.5	29.5	2.0

Revenue Detail:

REVENUE	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Charges for Services	4,305,949	4,498,609	4,633,000	5,493,000	860,000
TOTAL FWSA FUND	4,305,949	4,498,609	4,633,000	5,493,000	860,000

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	890,597	948,648	1,110,756	1,201,419	90,663
Overtime	101,287	116,940	90,000	50,000	(40,000)
FICA	73,091	78,854	88,327	93,047	4,720
VRS-Employer	104,047	108,077	105,819	115,375	9,556
Insurance-Employer	10,404	11,010	14,364	15,744	1,380
VA Local Disability Plan	249	451	1,077	2,451	1,374
Worker's Compensation	13,926	13,571	15,438	12,434	(3,004)
Benefits Admin Fee	547	532	617	1,015	398
Employee Benefits	142,001	137,123	169,360	203,852	34,492
VRS Health Insurance Credit	1,311	1,368	1,442	1,563	121
PERSONNEL	1,337,460	1,416,574	1,597,200	1,696,900	99,700
Medical, Dental, & Hospital	1,825	539	5,000	3,000	(2,000)
Other Professional Services	-	-	-	125,000	125,000
Training/Education	9,913	7,775	15,000	15,000	-
Employment Agencies	-	22,177	10,000	10,000	-
Repairs & Maintenance	189,642	181,719	200,000	317,500	117,500
Landscaping	4,715	3,435	7,500	7,500	-

Frederick-Winchester Service Authority Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Vehicle Repair & Maint	25,806	23,048	25,000	25,000	-
Mowing & Trimming	23,353	25,798	24,000	30,000	6,000
Computer Services	40,315	41,427	32,600	36,000	3,400
Printing & Binding	688	751	1,000	1,500	500
Local Media	153	-	1,000	1,000	-
Laundry & Dry Cleaning	1,172	1,217	2,000	3,000	1,000
Tuition - Other	-	-	9,000	8,000	(1,000)
Sanitary Landfill Usage	383,647	533,725	360,000	430,000	70,000
Refuse Service	13,890	20,569	20,000	20,000	-
Lab Services	28,296	26,130	40,000	48,000	8,000
CONTRACTUAL SERV	723,415	888,310	752,100	1,080,500	328,400
Equipment Fuel	25,093	21,653	30,000	30,000	-
Equipment Parts	4,243	6,357	6,000	7,500	1,500
Equipment Labor	8,398	4,743	10,000	10,000	-
INTERNAL SERVICES	37,734	32,753	46,000	47,500	1,500
Electrical Services	607,770	635,798	575,000	400,000	(175,000)
Heating Services	6,899	25,204	35,000	35,000	-
Postal Services	821	1,540	2,000	2,000	-
Telecommunications	21,311	20,647	22,000	30,000	8,000
Motor Vehicle Insurance	2,544	2,225	5,000	5,000	-
General Liability Insurance	8,736	9,257	15,000	15,000	-
Equipment Rental	773	974	-	3,000	3,000
Office Equipment Rental	2,213	2,075	2,000	2,000	-
Mileage	1,077	340	2,000	2,000	-
Travel & Training	11,566	1,525	10,000	10,000	-
Dues & Memberships	6,519	5,930	7,500	8,000	500
Misc. Charges & Fees	483	1,330	-	-	-
Office Supplies	2,074	3,676	2,000	2,500	500
Food & Food Service	3,142	4,012	4,000	4,500	500
Landscaping Supplies	99	-	-	2,000	2,000
Medical & Laboratory Supplies	42,286	38,109	50,000	55,000	5,000
Laundry & Janitorial Services	14,517	13,506	-	15,000	15,000
Building Repair & Maint	292,716	290,114	385,000	480,000	95,000
Vehicle & Equipment Fuels	5,870	6,057	6,000	16,000	10,000
Vehicle & Equipment	3,104	6,830	5,000	5,500	500
Uniforms & Apparel	11,558	7,216	7,000	7,000	-

Frederick-Winchester Service Authority Fund

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Books & Subscriptions	344	-	1,000	1,000	-
Other Operating Supplies	2,580	10,225	3,000	3,500	500
Chemicals	962,420	875,644	837,000	925,300	88,300
Computer Supplies	8,022	-	10,000	10,000	-
Awards, Plaques & Other	150	160	500	500	-
OTHER CHARGES	2,019,594	1,962,394	1,986,000	2,039,800	53,800
Machinery & Equipment	-	-	-	330,000	330,000
Motor Vehicle & Equipment	-	-	60,000	184,000	124,000
CAPITAL	-	-	60,000	514,000	454,000
TOTAL FWSA ADMIN	4,118,203	4,300,031	4,441,300	5,378,700	937,400
Regular	146,743	156,020	153,405	44,278	(109,127)
Part-time	-	-	-	52,000	52,000
FICA	11,230	11,960	10,525	7,335	(3,190)
VRS-Employer	17,524	18,392	14,728	4,250	(10,478)
Insurance-Employer	1,752	1,870	1,819	580	(1,239)
Worker's Compensation	121	129	127	64	(63)
Benefits Admin Fee	50	50	48	36	(12)
Employee Benefits	10,105	9,827	10,848	5,700	(5,148)
VRS Health Insurance Credit	221	233	200	57	(143)
PERSONNEL	187,746	198,481	191,700	114,300	(77,400)
Training & Education	-	99	-	-	-
OTHER CHARGES	-	99	-	-	-
TOTAL FWSA AUTHORITY	187,746	198,580	191,700	114,300	(77,400)
TOTAL EXPENDITURES FWSA	4,305,949	4,498,611	4,633,000	5,493,000	860,000

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 2014	FY 2015	FY 2016	FY 2017 Estimated	FY 2018 Projected
Clarke County	10	9	7	0	3
Frederick County	99	50	44	40	50
Page County	63	36	21	25	40
Shenandoah County	88	86	46	58	70
Warren County	63	39	40	40	45
Winchester City	110	68	63	48	70
Other Jurisdictions	2	22	9	2	5
Total Admissions	435	310	230	213	283

Child Care Days (Utilization)	FY 2014	FY 2015	FY 2016	FY 2017 Estimated	FY 2018 Projected
Clarke County	64	78	47	0	40
Frederick County	1,861	670	677	1024	1060
Page County	1,613	737	364	290	500
Shenandoah County	2,007	1,761	753	1,252	1,440
Warren County	1,328	1,384	992	1,198	1,225
Winchester City	2,411	1,731	1,046	702	1,000
Other Jurisdictions	2	131	145	2	50
Total Admissions	9,286	6,492	4,024	44,68	5,315

Northwestern Regional Juvenile Detention Center

Staffing Summary:

Full-Time Employees	FY 2015	FY 2016	FY 2017	FY 2018	Inc/(Dec)
Juvenile Detention Staff	35.0	35.0	35.0	35.0	0
Total	35.0	35.0	35.0	35.0	0

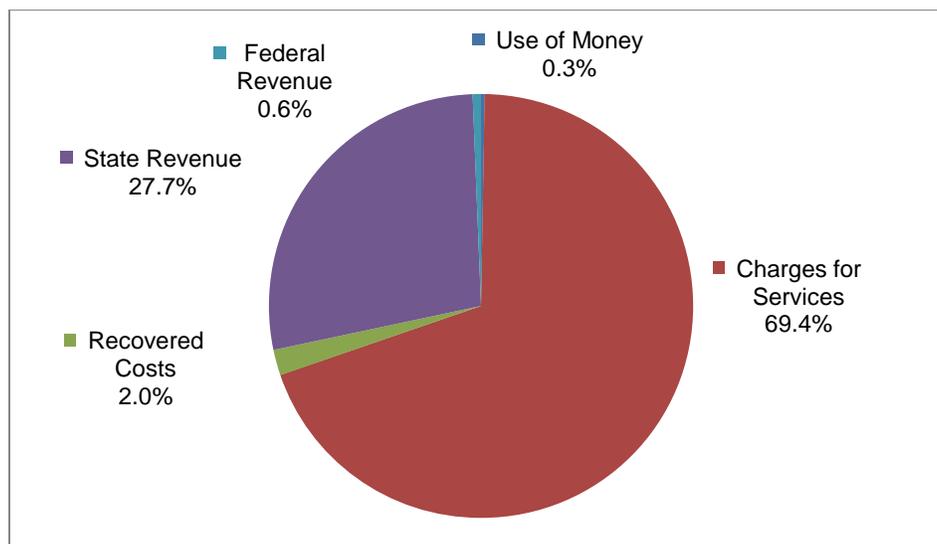
Revenue and Expenditure Summary:

Revenue by Classification	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Use of Money	2,526	5,498	8,000	8,000	-
Charges for Services	1,815,342	1,862,428	1,888,698	1,962,159	73,461
Recovered Costs	83,377	70,678	51,000	55,000	4,000
State Revenue	730,612	815,509	824,302	782,841	(41,461)
Federal Revenue	33,054	18,712	18,000	18,000	-
TOTAL REVENUE	2,664,911	2,772,825	2,790,000	2,826,000	36,000

Expenditure by Classification

Personnel Services	2,178,945	2,286,340	2,328,975	2,409,324	80,349
Contractual Services	223,438	164,628	289,995	245,826	(44,169)
Internal Services	1,654	1,126	2,000	2,500	500
Other Charges	166,809	128,377	169,030	168,350	(680)
TOTAL EXPENDITURES	2,570,846	2,580,471	2,790,000	2,826,000	36,000

Funding Sources:



Northwestern Regional Juvenile Detention Center

Revenue Detail:

REVENUE	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Interest Earnings	2,526	5,498	8,000	8,000	-
USE OF MONEY	2,526	5,498	8,000	8,000	-
Clarke County	39,077	30,560	22,098	16,254	(5,844)
Frederick County	472,371	404,335	376,040	276,240	(99,800)
Page County	295,692	285,810	268,195	243,276	(24,919)
Shenandoah County	393,996	429,208	454,421	489,919	35,498
Warren County	255,613	320,920	302,947	423,598	120,651
Winchester	358,593	391,595	464,997	512,872	47,875
CHARGES FOR SERVICES	1,815,342	1,862,428	1,888,698	1,962,159	73,461
Miscellaneous Revenue	83,377	70,678	51,000	55,000	4,000
RECOVERED COSTS	83,377	70,678	51,000	55,000	4,000
Block Grant	729,912	815,509	824,302	782,841	(41,461)
Juvenile Detention Ward Days	700	-	-	-	-
STATE REVENUE	730,612	815,509	824,302	782,841	(41,461)
USDA Food Services	33,054	18,712	18,000	18,000	-
FEDERAL REVENUE	33,054	18,712	18,000	18,000	-
TOTAL NRJDC FUND	2,664,911	2,772,825	2,790,000	2,826,000	36,000

Northwestern Regional Juvenile Detention Center

Expenditure Detail:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Regular	1,522,830	1,577,154	1,626,750	1,665,979	39,229
Overtime	122,037	118,283	110,355	113,000	2,645
Part-time Non-Classified	40,943	20,658	14,280	44,566	30,286
FICA	124,455	127,260	128,754	131,163	2,409
VRS-Employer	97,858	185,072	156,198	157,107	909
Insurance-Employer	18,178	18,825	21,315	21,438	123
VA Local Disability Plan	407	314	660	419	(241)
Worker's Compensation	20,005	21,450	23,150	20,526	(2,624)
Benefits Admin Fee	892	810	840	1,260	420
Employee Benefits	229,049	214,173	244,557	251,739	7,182
VRS Health Insurance Credit	2,291	2,341	2,116	2,127	11
PERSONNEL	2,178,945	2,286,340	2,328,975	2,409,324	80,349
Medical, Dental, & Hospital	1,742	2,725	3,000	3,000	-
Accounting and Auditing	4,050	4,940	5,000	5,000	-
Health Services - Residents	40,530	44,568	49,025	51,476	2,451
Legal Services	905	413	5,000	2,500	(2,500)
Other Professional Services	3,734	2,127	10,000	10,000	-
Training/Education	573	948	500	1,000	500
Repairs & Maintenance	47,440	25,393	25,000	27,000	2,000
Vehicle Repair & Maint	-	-	1,500	500	(1,000)
Computer Services	8,194	5,680	14,700	14,700	-
Printing & Binding	192	310	600	400	(200)
Local Media	-	-	500	250	(250)
Overpopulation Charges	-	350	26,770	15,000	(11,770)
Other Purchased Services	112,108	72,565	144,000	110,000	(34,000)
Refuse Service	3,970	4,609	4,400	5,000	600
CONTRACTUAL SERV	223,438	164,628	289,995	245,826	(44,169)
Equipment Fuel	315	165	1,000	1,000	-
Equipment Parts	340	195	500	750	250
Equipment Labor	999	766	500	750	250
INTERNAL SERVICES	1,654	1,126	2,000	2,500	500
Electrical Services	28,973	27,031	35,500	35,500	-
Heating Services	6,369	3,979	6,500	6,000	(500)
Postal Services	967	1,578	1,730	1,730	-

Northwestern Regional Juvenile Detention Center

Expenditure Detail - continued:

EXPENDITURES	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
Telecommunications	14,932	10,267	16,000	16,000	-
Boiler Insurance	539	527	610	600	(10)
Other Property Insurance	4,724	4,474	5,310	5,000	(310)
Motor Vehicle Insurance	901	788	1,000	900	(100)
Public Official Liability	2,559	1,567	2,070	2,000	(70)
General Liability Insurance	1,150	1,515	2,140	1,260	(880)
Fidelity & Crime/Surety	309	294	350	340	(10)
Office Equipment Rental	5,888	5,107	6,000	6,000	-
Mileage	1,532	1,812	1,700	2,000	300
Travel & Training	6,955	7,213	8,000	8,000	-
Banking Fees	646	167	150	150	-
Dues & Memberships	450	155	500	500	-
Background Checks	-	-	400	400	-
Office Supplies	4,045	3,531	6,000	5,000	(1,000)
Food & Food Service	8,117	6,052	7,000	7,000	-
Landscaping Supplies	36	76	300	300	-
Medical & Laboratory	5,542	4,829	6,500	6,500	-
Laundry & Janitorial	11,623	9,642	12,000	12,000	-
Linen Supplies	264	102	600	600	-
Building Repair & Maint	2,985	1,767	5,500	5,500	-
Vehicle & Equipment Fuels	60	137	1,000	500	(500)
Vehicle & Equipment	2,255	-	500	500	-
Police Supplies	142	75	500	500	-
Uniforms & Apparel	74	179	2,000	2,000	-
Books & Subscriptions	596	492	570	570	-
Other Operating Supplies	6,400	4,142	8,600	6,000	(2,600)
Computer Supplies	43,636	28,941	25,000	30,000	5,000
Wear & Apparel - Detainees	4,140	1,871	5,000	5,000	-
Awards, Plaques & Other	-	67	-	-	-
OTHER CHARGES	166,809	128,377	169,030	168,350	(680)
TOTAL EXPENDITURES NRJDC FUND	2,570,846	2,580,471	2,790,000	2,826,000	36,000

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 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
REVENUE					
Use of money and property	68,201	89,204	55,000	55,000	-
Charges for services	216,078	193,954	125,000	125,000	-
Miscellaneous	244,781	434,800	301,700	301,700	-
Recovered Costs	47,687	16,051	91,134	91,134	-
State	21,390,915	22,218,976	23,322,589	23,963,603	641,014
City Appropriation*	26,989,964	27,811,446	29,214,070	30,443,325	1,229,255
TOTAL OPERATING REVENUE	48,957,626	50,764,431	53,109,493	54,979,762	1,870,269

*The WPS FY18 City Appropriation amount is higher than the \$30,114,102 appropriated by City Council. The City appropriation supersedes the WPS amount.

EXPENDITURES

Instruction	36,530,604	37,890,890	39,600,125	41,176,549	1,576,424
Administration, Attendance & Health	2,231,142	2,313,350	2,591,603	2,694,364	102,761
Pupil Transportation	2,040,125	2,141,075	2,240,185	2,305,219	65,034
Operation & Maintenance	5,507,458	5,495,274	5,857,961	5,907,394	49,433
Facilities	-	720	4,000	4,000	-
Debt & Fund Transfers	90,000	309,272	-	-	-
Technology	2,559,144	2,619,197	2,815,619	2,892,236	76,617
TOTAL OPERATING EXPENDITURES	48,958,473	50,769,778	53,109,493	54,979,762	1,870,269

Winchester Public Schools

FEDERAL GRANTS FUND

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
REVENUE					
Federal	2,021,647	3,174,995	3,355,022	3,355,022	-
TOTAL FEDERAL GRANTS REVENUE	2,021,647	3,174,995	3,355,022	3,355,022	-
EXPENDITURES					
Instruction	1,938,487	3,087,282	3,274,384	3,274,384	-
Pupil Transportation	8,801	10,170	3,095	3,095	-
Technology	74,359	77,543	77,543	77,543	-
TOTAL FEDERAL GRANTS EXPENDITURES	2,021,647	3,174,995	3,355,022	3,355,022	-

FOOD SERVICES FUND

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
REVENUE					
Use of money and property	1,957	3,441	1,500	2,000	500
Charges for services	557,115	517,900	900,975	897,166	(3,809)
Miscellaneous	29,280	23,954	5,000	15,000	10,000
State	37,380	38,042	37,451	44,265	6,814
Federal	1,477,873	1,623,737	1,295,111	1,350,000	54,889
TOTAL FOOD SERVICES REVENUE	2,103,605	2,207,074	2,240,037	2,308,431	68,394
EXPENDITURES					
Food Services	2,137,506	2,233,894	2,239,037	2,307,431	8,394
Operation & Maintenance	1,040	777	1,000	1,000	-
TOTAL FOOD SERVICES EXPENDITURES	2,138,546	2,234,671	2,240,037	2,308,431	68,394

TEXTBOOK FUND

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
REVENUE					
Use of money and property	378	1,864	-	-	-
Supplemental Appropriation	90,000	185,500	250,000	400,000	150,000
Transfer in Operating Fund	-	206,270	-	-	-
TOTAL TEXTBOOK REVENUE	90,378	393,634	250,000	400,000	150,000
EXPENDITURES					
Instruction	85	42	250,000	400,000	150,000
Technology	-	-	-	-	-
TOTAL TEXTBOOK EXPENDITURES	85	42	250,000	400,000	150,000

FUND RAISING FUND

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
REVENUE					
Use of money and property	2,788	6,413	-	-	-
Miscellaneous revenue	149,538	116,101	108,000	60,000	(48,000)
Supplemental Appropriation	-	-	267,000	100,000	(167,000)
TOTAL FUND RAISING REVENUE	152,326	122,514	375,000	160,000	(215,000)
EXPENDITURES					
Administration, Attendance & Health	3,196	5,552	-	-	-
Facilities	29	194,577	375,000	160,000	(215,000)
Debt & Fund Transfers	-	-	-	-	-
TOTAL FUND RAISING EXPENDITURES	3,225	200,129	375,000	160,000	(215,000)

Winchester Public Schools

CAPITAL IMPROVEMENTS FUND

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
REVENUE					
Use of money and property	1,228	4,522	-	-	-
Miscellaneous revenue	10,600	2,575	-	-	-
Recovered costs	168,935	120,064	-	-	-
State	83,805	10,710	-	-	-
City Appropriation	531,565	650,000	-	-	-
Transfer in School Operating	-	103,002	465,000	700,000	235,000
TOTAL CAPITAL IMPROVEMENTS	796,133	890,873	465,000	700,000	235,000
EXPENDITURES					
Technology	70,977	78,185	200,000	400,000	200,000
Transportation	-	32,160	-	-	-
Operation & Maintenance	24,038	75,322	-	-	-
Facilities	431,029	341,177	265,000	300,000	35,000
TOTAL CAPITAL IMPROVEMENTS	526,044	526,844	465,000	700,000	235,000

CONSTRUCTION FUND

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
REVENUE					
School Construction Bonds	26,398	1,027,627	300,000	150,000	(150,000)
EXPENDITURES					
School Construction	7,201,675	12,754,030	300,000	150,000	(150,000)

INSURANCE FUND

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
REVENUE					
Use of money and property	1,907	2,521	2,200	2,200	-
Employer share health costs					
Transfer in	3,023,764	3,329,164	3,458,051	3,985,056	527,005
Charges for services	1,330,859	1,412,274	1,731,479	1,585,632	(145,847)
TOTAL INSURANCE REVENUE	4,356,530	4,743,959	5,191,730	5,572,888	381,158
EXPENDITURES					
Other noninstructional operations	1,871,704	1,512,826	1,733,679	1,587,832	(145,847)
Transfer in from other funds	3,023,764	3,329,164	3,458,051	3,985,056	527,005
TOTAL INSURANCE EXPENDITURES	4,895,468	4,841,990	5,191,730	5,572,888	381,158

PRIVATE PURPOSE TRUST FUND

DESCRIPTION	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ORIGINAL BUDGET	FY 2018 ADOPTED BUDGET	FY 2018 BUDGET Inc/(Dec)
REVENUE					
Use of money and property	5,556	7,372	31,350	34,010	2,660
Miscellaneous	63,200	62,171	60,250	61,250	1,000
Transfers in	3,000	3,000	7,000	3,000	(4,000)
TOTAL PRIVATE PURPOSE TRUST	71,756	72,543	98,600	98,260	(340)
EXPENDITURES					
Other noninstructional operations	91,228	88,857	98,600	98,260	(340)
TOTAL PRIVATE PURPOSE TRUST	91,228	88,857	98,600	98,260	(340)
TOTAL REVENUE SCHOOL BUDGETS	58,576,399	63,397,650	65,384,882	67,724,363	2,339,481
TOTAL EXPENDITURE SCHOOL BUDGETS	65,836,391	74,591,336	65,384,882	67,724,363	2,339,481

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

Five-Year Capital Improvement Plan FY 2018 - FY 2022

Project Description	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future	Total Project
General Government								
Pedestrian Mall Security & Wi-Fi		125,000						125,000
Fire Ladder Truck		1,000,000						1,000,000
Fire Burn Building	70,000	680,000						750,000
City Hall Improvements	735,000	1,400,000						2,135,000
Buildings and Renovations		4,500,000						4,500,000
Entryway Welcome Signs	50,000	200,000	150,000	150,000				550,000
Millwood Ave Gateway Improvements					1,000,000			1,000,000
Green Circle	4,770,000	950,000	200,000	200,000	5,100,000			11,220,000
Wentworth Sidewalks	95,000	785,000						880,000
Sidewalk Improvements	2,835,000	250,000		2,000,000	2,000,000	2,000,000	12,000,000	21,085,000
N. Cameron St Drainage Improvements		125,000	3,000,000					3,125,000
Valley Ave Drainage & Sidewalks	500,000	1,300,000	4,000,000	1,500,000				7,300,000
Storm Drainage Improvements				2,000,000	2,000,000	2,000,000	20,000,000	26,000,000
Street Light Improvements	100,000		100,000	100,000	100,000	100,000	500,000	1,000,000
Traffic Signal Improvements	6,800,000		775,000	275,000	275,000			8,125,000
Traffic Signal Synchronization	500,000		350,000	350,000				1,200,000
Boscawen Street Improvements		100,000	2,000,000					2,100,000
Intersection Improvements				600,000	800,000	500,000		1,900,000
Tevis Street Extension	50,000	1,950,000						2,000,000

Five-Year Capital Improvement Plan

Five-Year Capital Improvement Plan FY 2018 - FY 2022

Project Description	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future	Total Project
<u>General Government - continued</u>								
Monticello and Armour Dale	50,000	2,950,000						3,000,000
Hope Drive Extension	550,000	2,050,000	5,000,000	1,900,000				9,500,000
Middle Road Improvements					3,600,000			3,600,000
Weems Lane Improvements							1,500,000	1,500,000
Taft Avenue Extension							8,000,000	8,000,000
Pleasant Valley Road Realignment/Extension							6,000,000	6,000,000
Featherbed Lane Improvements							800,000	800,000
Shawnee Drive Improvements							4,000,000	4,000,000
Papermill Road Improvements							4,000,000	4,000,000
Park Outdoor Pool Improvements		150,000						150,000
Playground Improvements		30,000	30,000	160,000	75,000	30,000		325,000
Park Maintenance Building	25,000	700,000						725,000
Water main Extension - New Bldg.		150,000						150,000
Parks Waterline Replacements			500,000	250,000	250,000	250,000		1,250,000
Lowery Tennis Courts			100,000				500,000	600,000
Basketball Courts Renovations				60,000				60,000
Transit-Equip Maintenance Garage	50,000		1,000,000					1,050,000
Total General Government	17,180,000	19,395,000	17,205,000	9,545,000	15,200,000	4,880,000	57,300,000	140,705,000

Five-Year Capital Improvement Plan

Five-Year Capital Improvement Plan FY 2018 - FY 2022

Project Description	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future	Total Project
<u>Winchester Public Schools</u>								
DCLC Renovations	150,000		6,000,000					6,150,000
Bus Replacement	220,000	300,000	400,000	400,000	400,000	400,000	1,600,000	3,720,000
Jefferson St. Center			150,000					150,000
VACD Roof Replacement		150,000						150,000
Security Vestibules	100,000	100,000	100,000	100,000	100,000			500,000
FDES Expansion & Renovations							3,400,000	3,400,000
Total Winchester Public Schools	470,000	550,000	6,650,000	500,000	500,000	400,000	5,000,000	14,070,000
<u>Utilities</u>								
Water & Sewer Main Replacements		5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	150,000,000	175,000,000
Water Meter Replacements		4,000,000	4,000,000	4,000,000	4,000,000			16,000,000
Maintenance Facility		200,000	8,000,000					8,200,000
Dam & Intake Structure Rep		100,000	900,000					1,000,000
Water Storage Tank Replacement		250,000	2,000,000				5,000,000	7,250,000
Water Treatment Plant Filter Bldg.		500,000						500,000
Water Treatment Plant Flow Meter		200,000						200,000
Raw Water Pump Station Generator			500,000					500,000
Sewer Pump Station Replacement		750,000	750,000	750,000	750,000	750,000	3,000,000	6,750,000
Water Treatment Plant Expansion							35,000,000	35,000,000
Total Utilities		11,000,000	21,150,000	9,750,000	9,750,000	5,750,000	193,000,000	250,400,000
Total CIP	17,650,000	30,945,000	45,005,000	19,795,000	25,450,000	11,030,000	255,300,000	405,175,000

Five-Year Capital Improvement Plan

Five-Year Capital Improvement Plan FY 2018 - FY 2022

Funding Summary	Prior	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future	Total
Gen Fund	8,355,000	2,540,000	1,305,000	1,595,000	850,000	380,000	1,400,000	16,425,000
GO Bonds	-	-	20,000,000	5,950,000	9,050,000	4,500,000	40,150,000	79,650,000
Bond Proceeds	1,160,000	8,350,000	-	-	-	-	-	9,510,000
Rev Bonds	-	11,000,000	17,150,000	9,750,000	9,750,000	-	90,000,000	137,650,000
Schools	320,000	550,000	650,000	500,000	500,000	400,000	1,600,000	4,520,000
State	3,620,000	5,980,000	5,100,000	2,000,000	5,300,000	-	12,150,000	34,150,000
Federal	4,170,000	1,100,000	800,000	-	-	-	-	6,070,000
Contr/Other	25,000	1,425,000	-	-	-	5,750,000	110,000,000	117,200,000
Total	17,650,000	30,945,000	45,005,000	19,795,000	25,450,000	11,030,000	255,300,000	405,175,000

Five-Year Capital Improvement Plan

Five-Year Capital Improvement Plan FY 2018 - FY 2022 Anticipated Operating Costs

Project Description	Operating Description	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Five-Year Total
General Government							
Security System & WiFi for Pedestrian Mall	Maintenance costs.	7,500	7,725	7,957	8,195	8,441	39,818
Fire Ladder Truck	Maintenance costs.	2,500	2,625	3,000	3,500	5,000	16,625
Fire Burn Building	Maintenance costs		11,500	11,500	11,500	11,500	46,000
City Hall Improvements	No impact to operating budget.						-
Buildings & Renovations	No impact to operating budget.						-
Entryway Welcome Signs	Landscaping and maintenance.	2,000	2,000	2,050	2,100	2,050	10,200
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
Wentworth Sidewalks	No impact to operating budget.						-
Sidewalk Improvements	No impact to operating budget.						-
N Cameron St Drainage	No impact to operating budget.						-
Valley Ave Drainage & Sidewalks	No impact to operating budget.						-
Storm Drainage Improvements	No impact to operating budget.						-
Street Light Improvements	Operating costs to decrease.						-
Traffic Signal Improvements	No impact to operating budget.						-
Traffic Signal Synchronization	No impact to operating budget.						-
Boscawen Street Improvements	Landscaping and maintenance.	2,500	2,575	2,652	2,732	2,814	13,273
Intersection Improvements	No impact to operating budget.						-
Tevis Street Extension	No impact to operating budget.						-

Five-Year Capital Improvement Plan

Five-Year Capital Improvement Plan FY 2018 - FY 2022 Anticipated Operating Costs

Project Description	Operating Description	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Five-Year Total
<u>General Government - continued</u>							
Monticello and Armour Dale	No impact to operating budget.						-
Hope Drive Extension	No impact to operating budget.						-
Middle Road Improvements	No impact to operating budget.						-
Park Outdoor Pool Improvements	Maintenance costs.	20,000	20,000	20,000	20,000	20,000	100,000
Playground Improvements	Maintenance costs.	3,000	3,000	3,000	3,000	3,000	15,000
Park Maintenance Building	Maintenance costs.	3,000	3,000	3,000	3,000	3,000	15,000
Parks Water main Extension	Maintenance costs.	2,500	3,500	4,500	6,000	6,000	22,500
Parks Waterline Replacements	No impact to operating budget.						-
Lowry Tennis Courts	Maintenance costs.	2,000	2,000	2,000	2,000	2,000	10,000
Basketball Courts Renov	Maintenance costs.	2,000	2,000	2,000	2,000	2,000	10,000
Transit Maint Garage	No impact to operating budget.						-
Debt	Debt payments for prior projects.	2,816,939	2,983,815	2,692,361	2,477,035	2,479,609	13,449,759
Total General Government		-	2,860,939	3,040,440	2,750,561	2,537,360	13,730,659
<u>Winchester Public Schools</u>							
DCLC Renovations	No impact to operating budget.						-
Bus Replacement	No impact to operating budget.						-
Jefferson Street Center	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.						-

Five-Year Capital Improvement Plan

Five-Year Capital Improvement Plan FY 2018 - FY 2022 Anticipated Operating Costs

Project Description	Operating Description	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Five-Year Total
<u>Winchester Public Schools - continued</u>							
Debt	Debt payments for prior projects.	7,812,110	7,693,670	7,973,420	7,936,524	7,925,945	39,341,669
Total Winchester Public Schools		7,812,110	7,693,670	7,973,420	7,936,524	7,925,945	39,341,669
<u>Utilities</u>							
Water and Sewer Main Replacements	Operating costs to decrease.						-
Water Meter Replacements	Operating costs to decrease.						-
Maintenance Facility	No impact to operating budget.						-
Dam & Intake Structure Replacement	Operating costs to decrease.						-
Water Storage Tank Repl	Operating costs to decrease.						-
Water Treatment Plant Filter Building	No impact to operating budget.						-
Water Treatment Plant Flow Meter	Operating costs to decrease..						-
Raw Water Pump Station Generator	Operating costs to decrease.						-
Sewer Pump Station Replacement	Operating costs to decrease.						-
Debt	Debt payments for prior projects.	11,279,161	11,437,874	11,169,621	10,444,655	10,430,472	54,761,783
Total Utilities		11,279,161	11,437,874	11,169,621	10,444,655	10,430,472	54,761,783
Total CIP Operating Costs		21,952,210	22,171,984	21,893,539	20,918,539	20,897,776	107,834,111

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

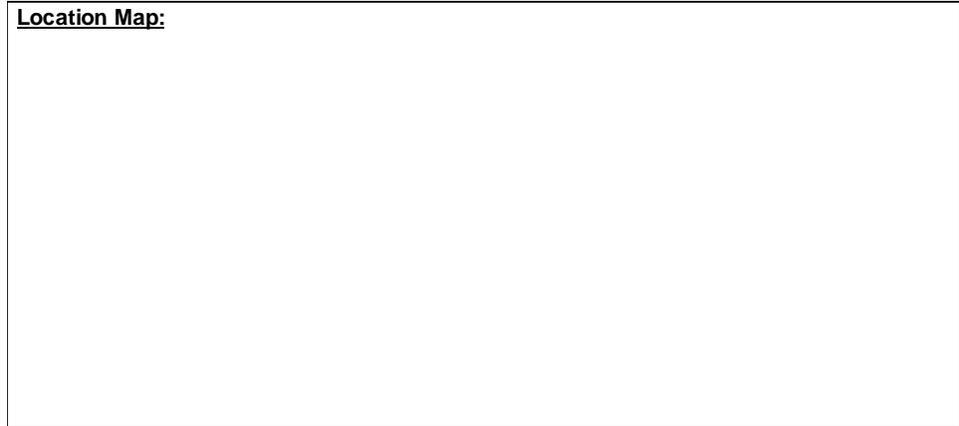
Fund & Department: General Fund - Public Services

Project Title: Security Camera System and Public Wi-Fi System for the Pedestrian Mall

Budget Code: 312-4135-441-83-03

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES		\$ 125,000						\$ 125,000
OTHER								\$ -
TOTAL	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000

Location Map:



PROJECTED ANNUAL OPERATING COSTS (\$)	
FY 2018	\$ 7,500
FY 2019	\$ 7,725
FY 2020	\$ 7,957
FY 2021	\$ 8,195
FY 2022	\$ 8,441
TOTAL	\$ 39,819

Project Description: Project will consist of installing multiple security cameras and a public wi-fi system on the Pedestrian Mall.

Project Objectives/Justification: This project would help improve safety on the Pedestrian Mall and would also provide a public wi-fi system that the public and visitors could use to access the internet while on or near the Mall.

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: General Fund - Fire and Rescue

Project Title: Ladder Truck

Budget Code: 312-3211-432-81-05

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES		\$ 1,000,000						\$ 1,000,000
OTHER								\$ -
TOTAL	\$	\$ 1,000,000	\$	\$	\$	\$	\$	\$ 1,000,000

Location Map:



PROJECTED ANNUAL OPERATING COSTS (\$)	
FY 2018	\$ -
FY 2019	\$ -
FY 2020	\$ -
FY 2021	\$ -
FY 2022	\$ -
TOTAL	\$

Project Description: Apparatus needs based on the Fire and Rescue Department Apparatus study.

Project Objectives/Justification: Working in partnership with Volunteer Fire Companies, develop a program to acquire City owned and maintained apparatus to ensure adequate fire protection.

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: General Fund - Fire and Rescue

Project Title: Training Center Burn Building

Budget Code: 312-3211-432-81-41

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE	\$ 50,000	\$ 430,000						\$ 480,000
FEDERAL								\$ -
RESERVES	\$ 20,000	\$ 250,000						\$ 270,000
OTHER								\$ -
TOTAL	\$ 70,000	\$ 680,000	\$ -	\$ 750,000				

Location Map:

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



PROJECTED ANNUAL OPERATING COSTS (\$)

FY 2018	\$ -
FY 2019	\$ -
FY 2020	\$ -
FY 2021	\$ 1,000
FY 2022	\$ 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

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: General Fund - Facilities Maint

Project Title: City Hall Improvements

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

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS	\$ 735,000	\$ 1,400,000						\$ 2,135,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
TOTAL	\$ 735,000	\$ 1,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,135,000

Location Map:

PROJECTED ANNUAL OPERATING COSTS (\$)

FY 2018
FY 2019
FY 2020
FY 2021
FY 2022

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 water from penetrating building. On days with heavy rain or prolonged periods of rain, moisture is entering into the building between the mortar joints that have cracked or deteriorated over the years. The moisture is absorbed into the plaster causing bubbles and cracking in the walls. The bricks on City Hall have not been re-pointed since the building was constructed in 1900. The current air make-up units are 19 years old and in constant need of repair.

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: General Fund - Facilities Maint

Project Title: Buildings & Renovations

Budget Code: 312-4324-443-81-41

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	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 2018
FY 2019
FY 2020
FY 2021
FY 2022
TOTAL \$

Project Description:
Buildings and renovations.

Project Objectives/Justification:

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: General Fund - Public Services

Project Title: Entryway Welcome Signs

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

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES	\$ 50,000	\$ 200,000	\$ 150,000	\$ 150,000				\$ 550,000
OTHER								\$ -
TOTAL	\$ 50,000	\$ 200,000	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 550,000

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 (\$)	
FY 2018	\$ -
FY 2019	\$ -
FY 2020	\$ -
FY 2021	\$ -
FY 2022	\$ -
TOTAL	\$ -

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

Project Objectives/Justification: This project will improve the appearance and the City's image for visitors entering the City. This project is a high priority for City Council in the Strategic Plan.

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: Utilities - Public Services

Project Title: Millwood Gateway Corridor Improvements

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES					\$ 1,000,000			\$ 1,000,000
OTHER								\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000

Location Map:



PROJECTED ANNUAL OPERATING COSTS (\$)	
FY 2018	\$ -
FY 2019	\$ -
FY 2020	\$ -
FY 2021	\$ -
FY 2022	\$ -
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

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

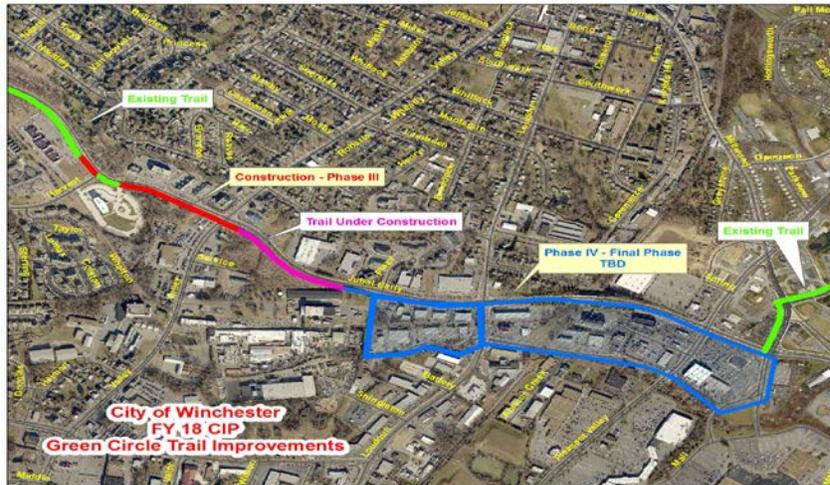
Fund & Department: General Fund - Public Services

Project Title: Green Circle Trail

Budget Code: 312-7111-471.83-12

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS					\$ 2,000,000			\$ 2,000,000
STATE					\$ 3,100,000			\$ 3,100,000
FEDERAL	\$ 3,520,000	\$ 700,000						\$ 4,220,000
RESERVES	\$ 1,250,000	\$ 250,000	\$ 200,000	\$ 200,000				\$ 1,900,000
OTHER								\$ -
TOTAL	\$ 4,770,000	\$ 950,000	\$ 200,000	\$ 200,000	\$ 5,100,000	\$ -	\$ -	\$ 11,220,000

Location Map:



Project Description: Construction of Phase III of the project along Jubal Early from Valley Avenue to just west of Harvest Drive.

Project Objectives/Justification: This project has been an on-going effort to construct a recreational trail around and through the City of Winchester to provide opportunities to move within the City by walking, jogging, bicycle, etc.

Project Status: The construction of Phase I of the project was completed in December 2009 and Phase II was completed in 2016.

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

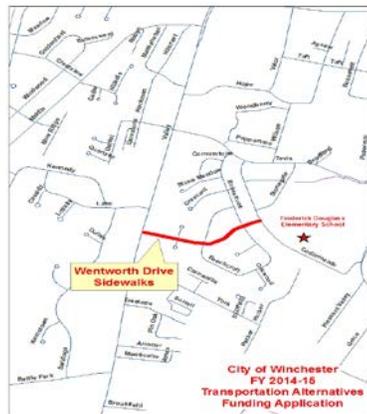
Fund & Department: General Fund - Public Services

Project Title: Safe Routes to School - Wentworth Sidewalks

Budget Code: 312-4121-441-83-13

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE								\$ -
FEDERAL	\$ 50,000	\$ 400,000						\$ 450,000
RESERVES	\$ 45,000	\$ 385,000						\$ 430,000
OTHER								\$ -
TOTAL	\$ 95,000	\$ 785,000	\$ -	\$ 880,000				

Location Map:



PROJECTED ANNUAL OPERATING COSTS (\$)	
FY 2018	
FY 2019	
FY 2020	
FY 2021	
FY 2022	
TOTAL	\$ -

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 \$450,000 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.

Project Status:

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: General Fund - Public Services

Project Title: Sidewalk Improvements

Budget Code: 312-4121-441.83-19

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS	\$ 250,000	\$ 250,000		\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 12,000,000	\$ 18,500,000
STATE	\$ 1,000,000							\$ 1,000,000
FEDERAL								\$ -
RESERVES	\$ 1,585,000							\$ 1,585,000
OTHER								\$ -
TOTAL	\$ 2,835,000	\$ 250,000	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 12,000,000	\$ 21,085,000

Location Map:

The project during the period FY2019 - 2022 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 2018	\$ -
FY 2019	\$ -
FY 2020	\$ -
FY 2021	\$ -
FY 2022	\$ -
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

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

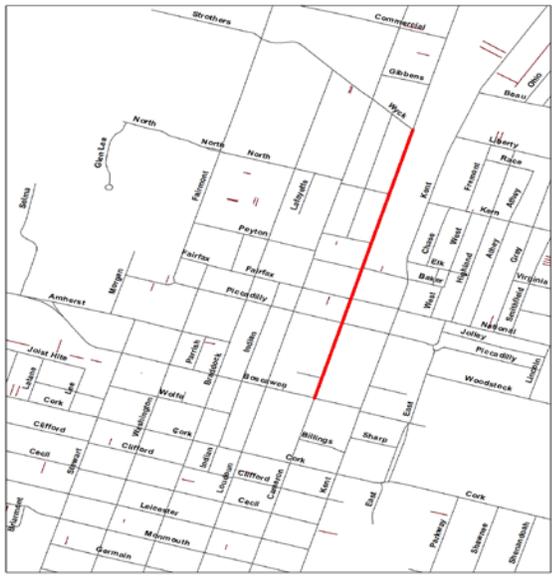
Fund & Department: Public Services - General Fund

Project Title: N. Cameron Drainage Improvements

Budget Code: 312-4121-441-83-04

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS			\$ 3,000,000					\$ 3,000,000
STATE								\$ -
FEDERAL								\$ -
RESERVES		\$ 125,000						\$ 125,000
OTHER								\$ -
TOTAL	\$ -	\$ 125,000	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ 3,125,000

Location Map:



PROJECTED ANNUAL OPERATING COSTS (\$)	
FY 2018	-
FY 2019	-
FY 2020	-
FY 2021	-
FY 2022	-
TOTAL	\$ -

Project Description: Project would consist of installing a new 54" diameter drainage pipe on N. Cameron from Boscawen to Wyck.

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

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

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 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS		\$ 500,000	\$ 2,000,000	\$ 750,000				\$ 3,250,000
STATE	\$ 140,000	\$ 800,000	\$ 2,000,000	\$ 750,000				\$ 3,690,000
FEDERAL	\$ 360,000							\$ 360,000
RESERVES								\$ -
OTHER								\$ -
TOTAL	\$ 500,000	\$ 1,300,000	\$ 4,000,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 7,300,000

Location Map:



Project Description: Project consists of installing curb & gutter and storm drainage infrastructure on Valley Avenue from Middle Road to Lake Drive and installing sidewalks on both sides of the street from Middle Road to the southern City limit. Proposed Revenue Sharing Project with VDOT.

Project Objectives/Justification: This project would correct the long-standing drainage problem on Valley near the vicinity of Tevis and would also improve pedestrian safety along this major corridor.

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: General Fund - Public Services

Project Title: Storm Drainage Improvements

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS				\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 20,000,000	\$26,000,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
TOTAL	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 20,000,000	\$26,000,000

Location Map:



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

Project Objectives/Justification There are many storm drainage issues facing the City including flooding at various locations where there is inadequate infrastructure and other issues related to existing old infrastructure that needs to be replaced.

In addition, there are capital improvements that the City may be required to meet increasingly stringent stormwater regulations that are part of the Chesapeake Bay initiatives.

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: Utilities - Public Services

Project Title: Street Light Improvements

Budget Code: 312-4142-441.81-01

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING	\$ 100,000		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	\$ 1,000,000
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
								\$ -
TOTAL	\$ 100,000	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	\$ 1,000,000

Location Map:

Project Description: The project would consist of converting existing streetlights to LED's and installing new streetlights in locations where they are needed.

Project Objectives/Justification: Over the long term, the City would save a significant amount of money for electrical costs since LED's are much more efficient than high pressure sodium or metal halide lights. It would also improve the level of service of the streetlights since LED bulbs last much longer and do not need to be replaced as often.

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: General Fund - Public Services

Project Title: Traffic Signal Improvements

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

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE	\$ 1,825,000		\$ 500,000					\$ 2,325,000
FEDERAL	\$ 200,000							\$ 200,000
RESERVES	\$ 4,775,000		\$ 275,000	\$ 275,000	\$ 275,000			\$ 5,600,000
OTHER								\$ -
TOTAL	\$ 6,800,000	\$ -	\$ 775,000	\$ 275,000	\$ 275,000	\$ -	\$ -	\$ 8,125,000

Location Map:

FY2019: 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

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

FY 2018	
FY 2019	
FY 2020	
FY 2021	
FY 2022	
TOTAL	\$ -

Project Description: The majority of the traffic signals within the City were upgraded by the summer of 2010. This project will upgrade all the remaining old traffic signals. The new signal at Adams Drive/Legge Blvd. is needed to improve safety due to the high number of accidents that have occurred at this intersection.

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

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: General Fund - Public Services

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

Budget Code: 312-4142-441.83-76

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE	\$ 250,000							\$ 250,000
FEDERAL								\$ -
RESERVES	\$ 250,000		\$ 350,000	\$ 350,000				\$ 950,000
OTHER								\$ -
TOTAL	\$ 500,000	\$ -	\$ 350,000	\$ 350,000	\$ -	\$ -	\$ -	\$ 1,200,000

Location Map:

FY19: Gerrard Corridor
 FY20: Valley Corridor (Cedar Creek Grade - Lake)

PROJECTED ANNUAL OPERATING COSTS (\$)	
FY 2018	
FY 2019	
FY 2020	
FY 2021	
FY 2022	
TOTAL	\$ -

Project Description: Installation of In-Synch traffic adaptive system on some of the traffic signal corridors in the City. This system has recently been installed on Berryville Avenue, Pleasant Valley/Millwood/Jubal Early, and Amherst Street and has significantly improved traffic flow.

Project Objectives/Justification: Improve traffic flow on the City's major corridors.

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: General Fund - Public Services

Project Title: Boscawen Street Improvements

Budget Code: 312-4121-441-83-08

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS			\$ 2,000,000					\$ 2,000,000
STATE								\$ -
FEDERAL								\$ -
RESERVES		\$ 100,000						\$ 100,000
OTHER								\$ -
TOTAL	\$ -	\$ 100,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,100,000

Location Map:

FY18: Design

FY19: Construction

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

FY 2018	\$ 2,500
FY 2019	\$ 2,575
FY 2020	\$ 2,652
FY 2021	\$ 2,732
FY 2022	\$ 2,814
TOTAL	\$ 13,273

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

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

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: General Fund - Public Services

Project Title: Intersection Improvements

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE				\$ 300,000	\$ 400,000	\$ 250,000		\$ 950,000
FEDERAL								\$ -
RESERVES				\$ 300,000	\$ 400,000	\$ 250,000		\$ 950,000
OTHER								\$ -
TOTAL	\$ -	\$ -	\$ -	\$ 600,000	\$ 800,000	\$ 500,000	\$ -	\$ 1,900,000

Location Map:



Project Description: This project consists of modifications to four existing intersections to facilitate and improve traffic flow. The intersections include:

1. Pleasant Valley/Jubal Early: Add dual left turn lane on west bound Jubal Early turning left onto south bound Pleasant Valley (\$800,000)
2. Pleasant Valley/Cork: Add right turn lane north bound Pleasant Valley turning right onto east bound Cork (\$600,000)
3. Pleasant Valley/Adams: Add right turn lane on north bound Pleasant Valley turning right onto east bound Adams (\$250,000)
4. Pleasant Valley/Patsy Cline: Add right turn lane on north bound Pleasant Valley turning on east bound Patsy Cline (\$250,000)

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

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: General Fund - Public Services

Project Title: Tevis Street Extension

Budget Code: 312-4121-441-83-16

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE	\$ 25,000	\$ 775,000						\$ 800,000
FEDERAL								\$ -
RESERVES								\$ -
OTHER	\$ 25,000	\$ 1,175,000						\$ 1,200,000
TOTAL	\$ 50,000	\$ 1,950,000	\$ -	\$ 2,000,000				

Location Map:



PROJECTED ANNUAL OPERATING COSTS (\$)

FY 2018	
FY 2019	
FY 2020	
FY 2021	
FY 2022	
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 provide for a much needed arterial roadway connection between US 522 and Pleasant Valley Road. The matching funds would come from the private developer of the property.

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

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 2018	FY 2019	FY 2020	FY 2021	FY 2022	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

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2028

Fund & Department: General Fund - Public Services

Project Title: Hope Drive Extension

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

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS		\$ 1,000,000	\$ 2,500,000	\$ 950,000				\$ 4,450,000
STATE	\$ 275,000	\$ 1,025,000	\$ 2,500,000	\$ 950,000				\$ 4,750,000
FEDERAL								\$ -
RESERVES	\$ 275,000	\$ 25,000						\$ 300,000
OTHER								\$ -
TOTAL	\$ 550,000	\$ 2,050,000	\$ 5,000,000	\$ 1,900,000	\$ -	\$ -	\$ -	\$ 9,500,000

Location Map:



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

Project Objectives/Justification: This project will provide for an east-west arterial in the southern part of the City. It will also connect to the Papermill widening project that VDOT completed in 2009.

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: General Fund - Public Services

Project Title: Middle Road Improvements

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS					\$ 1,800,000			\$ 1,800,000
STATE					\$ 1,800,000			\$ 1,800,000
FEDERAL								\$ -
RESERVES								\$ -
GEN. FUND								\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ 3,600,000	\$ -	\$ -	\$ 3,600,000

Location Map:



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

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

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: Utilities - Public Services

Project Title: Weems Lane Improvements

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS							\$ 750,000	\$ 750,000
STATE							\$ 750,000	\$ 750,000
FEDERAL								\$ -
RESERVES								\$ -
GEN. FUND								\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 1,500,000

Location Map:



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

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

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

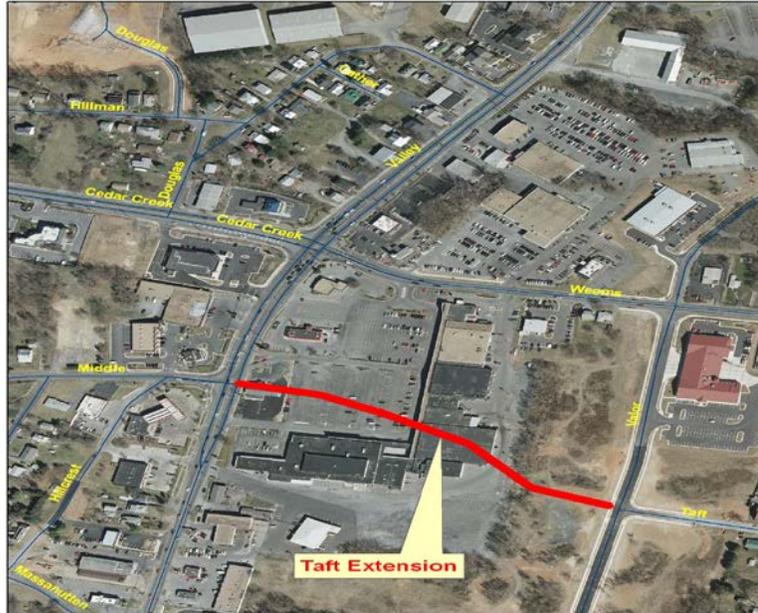
Fund & Department: General Fund - Public Services

Project Title: Taft Avenue Extension

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	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

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: General Fund - Public Services

Project Title: Pleasant Valley Road Realignment/Extension

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	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 Cedarmade and Battaile.

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

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: General Fund - Public Services

Project Title: Featherbed Lane Improvements

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	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 significantly improve safety and drainage on this street.

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: General Fund - Public Services

Project Title: Shawnee Drive Improvements

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	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 Shawnee between Papermill Road and the City limit from two lanes to three lanes (one lane each direction and a center turn lane), bike lanes, curb & gutter, and sidewalks.

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

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: General/Parks& Recreation

Project Title: Repair Leaks in Skimmers and Resurface Outdoor Aquatics Pool

Budget Code: 312-7111-471-8329

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES		\$ 150,000						\$ 150,000
OTHER								\$ -
TOTAL	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000

Location Map: Outdoor pool located in Jim Barnett Park.

PROJECTED ANNUAL OPERATING COSTS (\$)
FY 2018 \$ 20,000
FY 2019 \$ 20,000
FY 2020 \$ 20,000
FY 2021 \$ 20,000
FY 2022 \$ 20,000
TOTAL \$ 100,000

Project Description: Repair/Replace Skimmers for Outdoor Pool and Resurface Interior of Pool

Project Objectives/Justification: The Skimmers of the Outdoor pool are leaking creating a loss of water and chemically treated water. The pool requires adding water on a daily basis creating an additional expenditure for water. Additionally the water that is being lost has been chemically treated and the loss of water results in the loss of the chemicals. The water being introduced to replenish the water that is lost then needs to be chemically treated to meet CDC and Health Department regulation. The repair of the leaking skimmers will result in a three way cost savings.

The resurfacing of a pool is required as routine maintenance. An outdoor pool requires resurfacing about every 7 years to maintain the integrity of the structure and the integrity of the pools surface. If resurfacing is not performed the surface will crack and eventually have a tendency to flake off exposing the structure of the pool. This may result in loss of water and structural damage creating a non-servicable facility and greater cost. The Outdoor pool was last resurfaced in 2010.

Project Status: Request funding in FY 2018 for leak repairs and resurfacing.

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

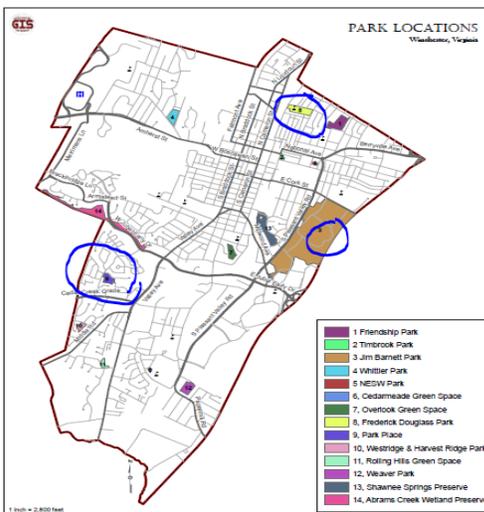
Fund & Department: General/Winchester Parks and Recreation Department

Project Title: Playground Equipment Replacements

Budget Code: 312-7111-471-83-65

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING		\$ 30,000	\$ 30,000	\$ 160,000	\$ 75,000	\$ 30,000		\$ 325,000
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
TOTAL	\$ -	\$ 30,000	\$ 30,000	\$ 160,000	\$ 75,000	\$ 30,000	\$ -	\$ 325,000

Location Map: various play spaces around the City.



PROJECTED ANNUAL OPERATING COSTS (\$)	
FY 2018	\$ 3,000
FY 2019	\$ 3,000
FY 2020	\$ 3,000
FY 2021	\$ 3,000
FY 2022	\$ 3,000
TOTAL	\$ 15,000

Project Description: Replacement of playground equipment in various park locations based upon a 5 year replacement plan.

Project Objectives/Justification: This program is a continuation of the replacement program initiated during FY-15 with the installation of equipment in Frederick Douglass Park. The replacement of playground equipment is an ongoing process so as to ensure equipment is in a good state of repairs and is meeting the need of the patrons. FY-18 is designed to replace the equipment in the shelter area of Jim Barnett Park due to condition and the replacement of the Geo Climber located in the Park Place Neighborhood Park. Following years will address Timbrook and Whittier Parks and the Children's Dream Playground Equipment in Familyland is to be considered during FY-20. The playground equipment in Jim Barnett Park, Children's Dream and the neighborhood parks are heavily utilized and are a primary focal point of all parks. Safety of the children that utilizing the facilities is of utmost importance.

Strategic Planning Item: Advance the Quality of Life for all Winchester residents.
 Department Initiative: Well maintained parks, North End Revitalization, Creating Community Spaces, Social Equity, Youth Programming.

Project Status: Request funding FY18 or Park Place.

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: General - Parks and Recreation

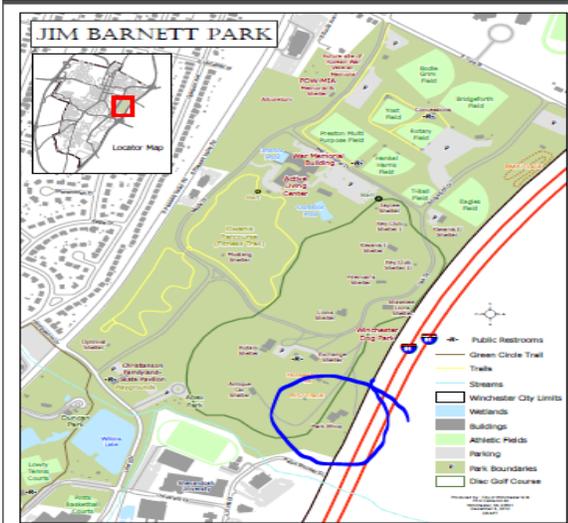
Project Title: Park Maintenance Facility

Budget Code: 312-7121-471.82-29

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS	\$ 25,000	\$ 700,000						\$ 725,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
TOTAL	\$ 25,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 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

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

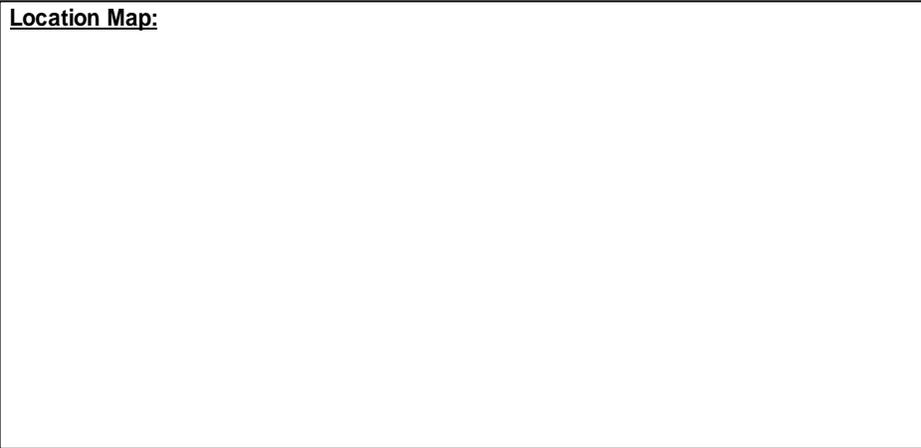
Fund & Department: General Fund - Public Services

Project Title: Water Main Extension for New Parks Maintenance Building

Budget Code: 312-7111-471-83-49

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES		\$ 150,000						\$ 150,000
OTHER								\$ -
TOTAL	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000

Location Map:



PROJECTED ANNUAL OPERATING COSTS (\$)	
FY 2018	\$ 2,500
FY 2019	\$ 3,500
FY 2020	\$ 4,500
FY 2021	\$ 6,000
FY 2022	\$ 6,000
TOTAL	\$ 22,500

Project Description: Project will consist of extending a new water main to the location where the new Parks maintenance facility will be constructed in Jim Barnett Park.

Project Objectives/Justification: This project is necessary to provide adequate fire protection flows for the new facility.

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

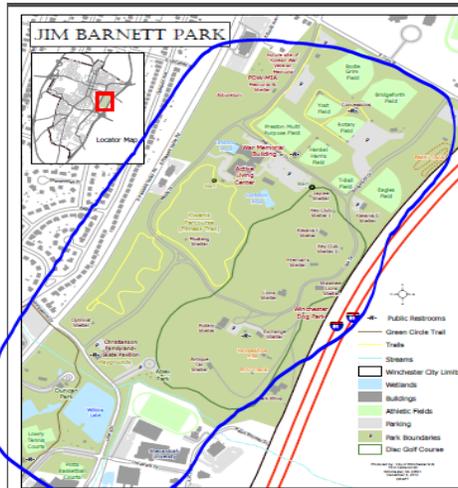
Fund & Department: General/Winchester Parks and Recreation

Project Title: Jim Barnett Park Waterline Replacement

Budget Code: 312-7111-471-8359

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS			\$ 500,000	\$ 250,000	\$ 250,000	\$ 250,000		\$ 1,250,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
TOTAL	\$	\$	\$ 500,000	\$ 250,000	\$ 250,000	\$ 250,000	\$	\$ 1,250,000

Location Map:



PROJECTED ANNUAL OPERATING COSTS (\$)
FY 2018
FY 2019
FY 2020
FY 2021
FY 2022
TOTAL \$

Project Description: Replacement of aging infrastructure within Jim Barnett Park and Create Infrastructure

Project Objectives/Justification: Jim Barnett Park has a hodge podge of waterlines scattered throughout the park. The system does not have proper valving, sizing and is constantly subject to leaks requiring repairs. The objective is to create a serviceable system of water distribution lines in the park providing dependable, serviceable potable water. Parks and Recreation have consulted with Public Services to create a six (6) year phasing plan for the installation of a water distribution system to serve potable, public safety and utilitarian services for the area.

Strategic Planning Item: Improve City Services
 Department Initiative: Well maintained parks and improve aging infrastructure.

Project Status: Request funding to begin project in FY19.

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: General/Parks and Recreation Department

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

Budget Code: 312-7111-471-8340

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2021	FY 2022	FY 2023	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES			\$ 100,000					\$ 100,000
OTHER							\$ 500,000	\$ 500,000
TOTAL	\$	\$	\$ 100,000	\$	\$	\$	\$ 500,000	\$ 600,000

Location Map:

South End of JBP
Lowry Tennis
Courts

PROJECTED ANNUAL OPERATING COSTS (\$)

FY 2018	\$ 2,000
FY 2019	\$ 2,000
FY 2020	\$ 2,000
FY 2021	\$ 2,000
FY 2022	\$ 2,000
TOTAL	\$ 10,000

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

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: General/Winchester Parks and Recreation Department

Project Title: Russ Potts Basketball Courts in Jim Barnett Park

Budget Code: 312-7111-471-8359

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING				\$ 60,000				\$ 60,000
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
TOTAL	\$	\$	\$	\$ 60,000	\$	\$	\$	\$ 60,000

Location Map:

PROJECTED ANNUAL OPERATING COSTS (\$)	
FY 2018	\$ 2,000
FY 2019	\$ 2,000
FY 2020	\$ 2,000
FY 2021	\$ 2,000
FY 2022	\$ 2,000
TOTAL	\$ 10,000

South End of Jim Barnett Park
Potts Basketball Courts

Project Description: Renovation to the existing basketball courts .

Project Objectives/Justification: Currently the courts are in poor condition and 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 FY-20 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 FY2020

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: Winchester Transit

Project Title: Equipment Maintenance Garage Improvements

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	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
FY19: Construction

PROJECTED ANNUAL OPERATING COSTS (\$)

FY 2018

FY 2019

FY 2020

FY 2021

FY 2022

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

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: Winchester Public Schools

Project Title: Douglas Community Learning Center
Building Systems Replacement

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS	\$ 150,000		\$ 6,000,000					\$ 6,150,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
TOTAL	\$ 150,000	\$ -	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ 6,150,000

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

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: Winchester Public Schools

Project Title: School Bus Replacements

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING	\$ 220,000	\$ 300,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 1,600,000	\$ 3,720,000
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
TOTAL	\$ 220,000	\$ 300,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 1,600,000	\$ 3,720,000

Location:

PROJECTED ANNUAL OPERATING COSTS (\$)	
	FY 2018
	FY 2019
	FY 2020
	FY 2021
	FY 2022
TOTAL	\$ -

Project Description: Bus replacement program.

Project Objectives/Justification: Replace buses as they age.

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: Winchester Public Schools

Project Title: Jefferson Street Center Planning

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING			\$ 150,000					\$ 150,000
BONDS								\$
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
TOTAL	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$	\$150,000

Location:

Project Description: Design services for future use of building as CTE/Innovation Center.

Project Objectives/Justification: Building systems beyond useful life. Current design not suited for classroom use.

Project Description: Pending School Board decision on disposition.

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: Winchester Public Schools

Project Title: Virginia Avenue Charlotte DeHart Elementary School roof replacement

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	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

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: Winchester Public Schools

Project Title: Security Vestibules at School Entrances

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS								\$ -
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000			\$ 500,000
TOTAL	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ 500,000

Location:

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

FY 2018

FY 2019

FY 2020

FY 2021

FY 2022

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

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: Winchester Public Schools

Project Title: Renovate Frederick Douglass Elementary School

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	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

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: Utilities - Public Services

Project Title: Water and Sewer Main Replacements

Budget Code: 535-4803-448-86-24

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING						\$ 5,000,000	\$100,000,000	\$ 105,000,000
BONDS		\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000		\$ 50,000,000	\$ 70,000,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
TOTAL	\$ -	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$150,000,000	\$ 175,000,000

Location Map:



PROJECTED ANNUAL OPERATING COSTS (\$)	
FY 2018	
FY 2019	
FY 2020	
FY 2021	
FY 2022	
TOTAL	\$ -

Project Description Projects will consist of replacing existing water mains and replacing or lining existing sewer mains that are old and in poor condition.

Project Objectives/Justification: The City operates a very old water distribution and sanitary sewer collection system. Some of the existing water pipes are over 180 years old which gives Winchester the distinction of operating the third oldest distribution system in the U.S.

Project Status:

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

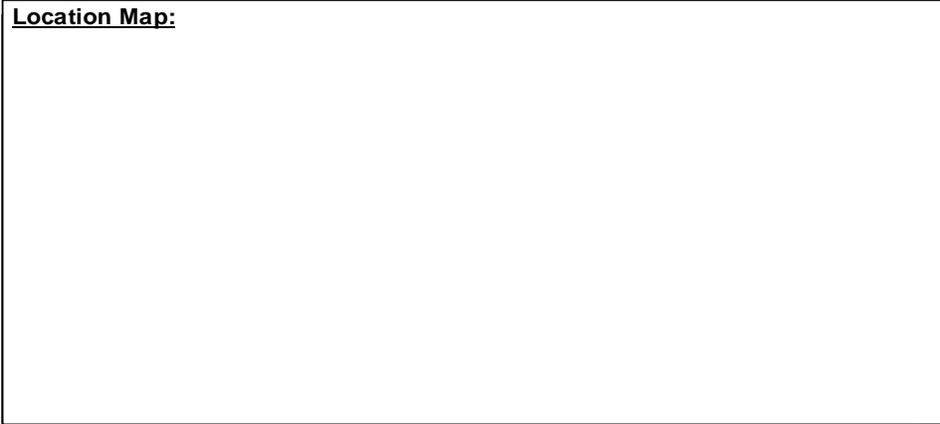
Fund & Department: Utilities

Project Title: Water Meter Replacements

Budget Code: 535-4803-448-86-04

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS		\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000			\$ 16,000,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
TOTAL	\$ -	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ -	\$ -	\$ 16,000,000

Location Map:



PROJECTED ANNUAL OPERATING COSTS (\$)	
FY 2018	
FY 2019	
FY 2020	
FY 2021	
FY 2022	
TOTAL	\$ -

Project Description: Projects will consist of replacing all of the existing small (3/4" and 1") water meters in the system. In locations where the water meter is in the sidewalk and the sidewalk is in poor condition, the sidewalk will be replaced. The new meters will utilize radio signals for reading the meter.

Project Objectives/Justification: The majority of the small water meters are over 20 years old and need to be replaced. New meters are necessary to ensure their accuracy. In addition, being able to utilize radio signals to read the meters will significantly improve the efficiency of operations.

Project Status:

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: Utilities - Public Services

Project Title: Maintenance Facility for Public Services

Budget Code: 312-4121-441-81-39

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS		\$ 200,000	\$ 8,000,000					\$ 8,200,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
TOTAL	\$ -	\$ 200,000	\$ 8,000,000	\$ -	\$ -	\$ -	\$ -	\$ 8,200,000

Location Map:

FY 2018 - Design

FY 2019 - Construction

Breakout of Construction Costs:

Utilities: \$4 million

Public Works: \$4 million

PROJECTED ANNUAL OPERATING COSTS (\$)

FY 2018	\$ -
FY 2019	\$ -
FY 2020	\$ -
FY 2021	\$ -
FY 2022	\$ -
TOTAL	\$ -

Project Description: Project would consist of constructing a new maintenance facility at City Yards that would be shared and paid for by both Utilities and Public Works.

Project Objectives/Justification: The existing maintenance facilities/buildings on Woodstock Lane and at City Yards are old and in very poor condition. The buildings are in constant need of maintenance and need to be replaced. A new, shared facility would lower the maintenance costs of maintaining the existing old buildings and would improve the efficiency of the operation. In addition, equipment would last longer and stay in better condition because it could be stored inside, as opposed to outdoors in the current operation.

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: Utilities

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

Budget Code: 535-4802-448-83-41

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS		\$ 100,000	\$ 900,000					\$ 1,000,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
TOTAL	\$ -	\$ 100,000	\$ 900,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000

Location Map:



PROJECTED ANNUAL OPERATING COSTS (\$)	
FY 2018	\$ -
FY 2019	\$ -
FY 2020	\$ -
FY 2021	\$ -
FY 2022	\$ -
TOTAL	\$ -

Project Description: This project will consist of making repairs to the dam and sidewalls at the water intake structure on the North Fork of the Shenandoah River.

Project Objectives/Justification: Structural repairs are needed on the dam and bank walls which was constructed back in the 1950's.

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

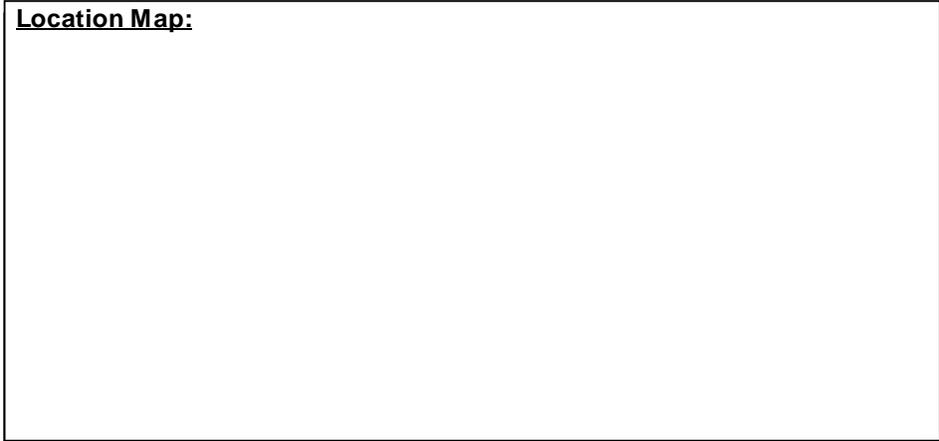
Fund & Department: Utilities

Project Title: Water Storage Tank Replacement

Budget Code: 535-4803-448-86-07

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2019	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS		\$ 250,000	\$ 2,000,000				\$ 5,000,000	\$ 7,250,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
TOTAL	\$ -	\$ 250,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 5,000,000	\$ 7,250,000

Location Map:



PROJECTED ANNUAL OPERATING COSTS (\$)	
FY 2018	\$ -
FY 2019	\$ -
FY 2020	\$ -
FY 2021	\$ -
FY 2022	\$ -
TOTAL	\$ -

Project Description This project will consist of making improvements to the Strother's Lane tank to be able to fully utilize the 3 million gallons of storage capacity.

Project Objectives/Justification: Project is necessary to ensure there is adequate water storage for emergencies and also to meet peak hour water demands.

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: Utilities - Public Services

Project Title: WTP Filter Building Repairs

Budget Code: 535-4802-448-83-41

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS		\$ 500,000						\$ 500,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
TOTAL	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000

Location Map:

PROJECTED ANNUAL OPERATING COSTS (\$)	
FY 2018	
FY 2019	
FY 2020	
FY 2021	
FY 2022	
TOTAL	\$ -

Project Description: This project will consist of making repairs to the filter building at the water treatment plant.

Project Objectives/Justification: Repairs are needed on this building that was constructed in the 1950's to eliminate water infiltration into the building that is causing structural damage.

Project Status:

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: Utilities - Public Services

Project Title: Relocate Flow Meter at WTP

Budget Code: 535-4802-448-81-41

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS		\$ 200,000						\$ 200,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
TOTAL	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000

Location Map:

PROJECTED ANNUAL OPERATING COSTS (\$)	
FY 2018	
FY 2019	
FY 2020	
FY 2021	
FY 2022	
TOTAL	\$ -

Project Description This project will consist of relocating the meter that measures the flow of the treated water pumped to the City.

Project Objectives/Justification: Project necessary to be able to make repairs or replace the flow meter without disrupting water service to customers.

Project Status:

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: Utilities - Public Services

Project Title: Raw Water Pump Station Generator Replacement

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS			\$ 500,000					\$ 500,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
TOTAL	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000

Location Map:

PROJECTED ANNUAL OPERATING COSTS (\$)	
FY 2018	
FY 2019	
FY 2020	
FY 2021	
FY 2022	
TOTAL	\$ -

Project Description: This project will consist of replacing the existing emergency generator at the raw water pump station near the river intake.

Project Objectives/Justification: The existing generator is nearing the end of its expected service life and needs to be replaced to ensure that the water pumps are operational in the event of a power failure.

Project Status:

Five-Year Capital Improvement Plan

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: Utilities

Project Title: Sewer Pump Station Replacements

Budget Code: 535-4805-448.86-15

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING						\$ 750,000	\$ 3,000,000	\$ 3,750,000
BONDS		\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000			\$ 3,000,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
TOTAL	\$ -	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 3,000,000	\$ 6,750,000

Location Map:



PROJECTED ANNUAL OPERATING COSTS (\$)	
FY 2018	\$ -
FY 2019	\$ -
FY 2020	\$ -
FY 2021	\$ -
FY 2022	\$ -
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

FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2018 - 2022

Fund & Department: Utilities - Public Services

Project Title: Water Treatment Plant Expansion

Budget Code:

SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
OPERATING								\$ -
BONDS							\$ 35,000,000	\$ 35,000,000
STATE								\$ -
FEDERAL								\$ -
RESERVES								\$ -
OTHER								\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000,000	\$ 35,000,000

Location Map:

PROJECTED ANNUAL OPERATING COSTS (\$)	
FY 2018	
FY 2019	
FY 2020	
FY 2021	
FY 2022	
TOTAL	\$ -

Project Description This project will consist of expanding the capacity of the water treatment plant from 10 million gallons per day to 14 million gallons per day.

Project Objectives/Justification: This project is necessary to meet future water demands due to growth.

Project Status:

Winchester Virginia

EQUIPMENT REPLACEMENT PLAN FY 2018 – FY 2022



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 2018 plan calls for the replacement of ten public safety vehicles representing 24% of the total plan cost. This includes seven police vehicles, one sheriff vehicle, and two fire and rescue vehicles that are either above 120,000 miles currently or will reach this threshold by the end of fiscal year 2018. Public Works equipment combines for 26.5% of the total cost, including a dump truck and a refuse truck. The equipment replacement charges for FY 2018 represent approximately 1.7% 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 FY 2018 – FY 2022

The Equipment Replacement Plan is five-year plan outlining the vehicle and machinery replacement requirements for the City of Winchester. It is intended to inform the Council and citizens of the major needs on the horizon. The objective is to standardize the capital replacement process in order to create a managed system of purchasing and funding capital equipment, thereby allowing the City to accurately plan and budget for future departmental capital equipment requirements.

The Equipment Plan provides for the replacement intervals on an annual basis to reduce capital, operating and maintenance costs in order to maximize the safety and efficiency of the fleet. The attached listing is broken down by fiscal year, department, and the cost associated with each piece of equipment in need of replacement.

The targeted replacement cycles, in terms of years and miles for the current equipment, are as follows:

Description with Age/Miles:

- General Automobiles – Sedan 10 years/120,000 miles
- Public Safety Vehicles – 10 years/120,000 miles
- Light Duty Trucks – Sports Utility, Pickup and 4x4 – 10 years/100,000 miles
- Medium Heavy Duty trucks – 10 years/100,000 miles
- Buses – Medium Duty and Purpose-Built 7 years/200,000 miles, Light-Duty Small Bus, Cutaways, and Modified Vans 4 years/100,000 miles.
- Replacement of Fixed, add-on Equipment – 10 years, miscellaneous equipment – By condition.

General Procedures

- A. Department heads will conduct an annual utilization study of the existing capital equipment. The study will identify vehicles and equipment that meet the minimum replacement criteria.
- B. Based on the study, the department heads will initiate the equipment request cycle each fiscal year within the regular budgeting process. Department heads will recommend specific vehicles and equipment for replacement based on the factors identifies below.
- C. Department Heads will review recommended capital replacements with the Finance Department and will submit a final recommendation to the City Manager for further analysis.

Vehicle and Equipment Replacement Criteria

- A. Type of Equipment: New technology and manpower savings are all considerations for this criterion. Safer equipment may also fall into this category.
- B. Mission/Service: New or additional equipment may be needed for new county services/tasks.
- C. Maintenance Costs: Excessive breakdowns, repairs or proprietary parts may make it no longer feasible (financially or operationally) to retain a certain piece, type, or brand of equipment.
- D. Useful life: Safety is a primary concern. Older vehicles present significant challenges to keep operational and acquire parts and may present unique safety issues once past their useful life.
- E. Use of equipment: Underutilized equipment will be recommended for reassignment, sale or declared surplus/salvage. Heavily used equipment will also be given a higher priority for replacement; i.e., daily use is often more important than monthly, seasonal or sporadic use.
- F. Odometer miles or hours of use: High miles/hours create excessive wear and tear on major systems components. Wear and tear of City equipment is a key measure.
- G. Availability of Funds; Monies available each year may make modification of the proposed equipment list necessary, even if many of the other criteria are met.

Five-Year Equipment Replacement Plan

City of Winchester Equipment Replacement Plan FY 2018 - FY 2022

DEPARTMENT SUMMARY

Department	2018	2019	2020	2021	2022	Total
Information Technology	-	28,000	-	-	-	28,000
Sheriff	31,000	35,000	35,000	55,000	55,000	211,000
Police	250,000	250,000	255,000	260,000	260,000	1,275,000
Fire	135,000	84,000	984,000	-	-	1,203,000
Zoning & Inspections	-	46,000	25,000	-	25,000	96,000
Facilities Maintenance	-	18,000	-	-	-	18,000
Refuse	200,000	30,000	200,000	30,000	200,000	660,000
Highway Maintenance	184,000	160,300	317,000	362,000	283,400	1,306,700
Parks & Recreation	-	10,200	31,900	38,800	20,100	101,000
Social Services	25,000	25,000	25,000	25,000	25,000	125,000
Transit	315,000	190,000	340,000	490,000	-	1,335,000
Winc Parking Authority	-	45,000	-	-	-	45,000
Equipment Fund	45,000	85,000	-	-	-	130,000
Public Services	185,000	-	62,000	150,000	150,000	547,000
FWSA	172,000	-	-	-	-	172,000
Grand Total	1,542,000	1,006,500	2,274,900	1,410,800	1,018,500	7,252,700

Five-Year Equipment Replacement Plan

City of Winchester Equipment Replacement Plan FY 2018 – FY 2022 Equipment by Year

Department	Current Equipment	New Equipment	Cost/Funding Source		
			General Fund	Other	Total
<u>FY 2018</u>					
Sheriff	Sheriff Vehicles (1)	Sheriff Vehicles (1)	31,000		31,000
Police	Police Vehicles (7)	Police Vehicles (7)	250,000		250,000
Fire & Rescue	2005 GMC 2500 HD 4x4 Pickup	4x4 SUV	40,000		40,000
Fire & Rescue	2014 Chevy Tahoe	4x4 SUV		50,000	50,000
Fire & Rescue	Emergency Generator	Emergency Generator	45,000		45,000
Refuse	2001 Refuse/Recycling Truck	Refuse/Recycling Truck	200,000		200,000
Social Services	2006 Dodge Stratus	Sedan or small SUV		25,000	25,000
Highway Maint - Streets	1995 Dump Truck	Dump Truck	120,000		120,000
Highway Maint - Streets	Leaf Vacs (2)	Leaf Vacs (2)		64,000	64,000
Transit	2006 Paratransit Van	Paratransit Van	14,500	130,500	145,000
Transit	2008 Transit Bus	Transit Bus	17,000	153,000	170,000
Public Services	2006 Ford F-150	Pickup Truck		30,000	30,000
Public Services	2001 Pickup Truck w/Dump Bed	Pickup Truck w/Dump Bed		65,000	65,000
Public Services	2004 Pickup Truck	Pickup Truck		30,000	30,000
Public Services		SUV (2)		60,000	60,000
Equipment Fund	1990 Chevy Utility Truck	Utility Truck		45,000	45,000
FWSA	1998 Dump Truck	Dump Truck		100,000	100,000
FWSA	1994 Pickup Truck	Pickup Truck		36,000	36,000
FWSA	1998 Explorer	Pickup Truck		36,000	36,000
Total for FY 2018			717,500	824,500	1,542,000
<u>2019</u>					
Information Technology	1997 GMC Jimmy	Small SUV	28,000		28,000
Sheriff	Sheriff Vehicle	Sheriff Vehicle	35,000		35,000
Police	Police Vehicles (5)	Police Vehicles (5)	250,000		250,000
Fire & Rescue	2007 Ford Explorer 4x4 SUV	4x4 SUV	42,000		42,000
Fire & Rescue	2008 Ford Explorer 4x4 SUV	4x4 SUV	42,000		42,000
Inspections	2001 Chevy Lumina	Sedan	23,000		23,000
Inspections	2005 Ford Taurus	Sedan	23,000		23,000
Refuse	2002 Dodge Pickup	Pickup Truck	30,000		30,000
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
Parks & Recreation	Zero Turn Mower #1	Zero Turn Mower	7,600		7,600
Parks & Recreation	1989 Dodge Van	6x12 Enclosed Trailer	2,600		2,600
Social Services	2007 Explorer	Small SUV	-	25,000	25,000

Five-Year Equipment Replacement Plan

Department	Current Equipment	New Equipment	Cost/Funding Source		
			General Fund	Other	Total
<u>FY 2019 - continued</u>					
Parking Authority	Mechanical parking meters	Digital Meters	-	30,000	30,000
Parking Authority	Tenant Sweeper	Sweeper		15,000	15,000
Transit		Paratransit Van	15,000	135,000	150,000
Transit	2003 Chevy Malibu	Admin Vehicle	4,000	36,000	40,000
Equipment Fund	2001 GMC	4x4 SUV		35,000	35,000
Equipment Fund	Utility Bed for Truck	Utility Bed for Truck		50,000	50,000
Total for FY 2019			680,500	326,000	1,006,500
 <u>FY 2020</u>					
Sheriff	Sheriff Vehicle	Sheriff Vehicle	35,000		35,000
Police	Police Vehicles (5)	Police Vehicles (5)	255,000		255,000
Fire & Rescue	2010 Ford SUV	4x4 SUV	42,000		42,000
Fire & Rescue	2010 Ford SUV	4x4 SUV	42,000		42,000
Fire & Rescue	2006 International 4300	International 4300	300,000		300,000
Fire & Rescue	1990 International 4900	International 4900	600,000		600,000
Inspections	2008 Chevy Colorado	Light Truck	25,000		25,000
Refuse	2006 Refuse/Recycling Truck	Refuse/Recycling Truck	200,000		200,000
Parks & Recreation	2007 GMC 2500	Pickup Truck	24,300		24,300
Parks & Recreation	Zero Turn Mowers #4	Zero Turn Mower	7,600		7,600
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 Fusion	Sedan		25,000	25,000
Transit	2015 International Buses (2)	Transit Buses (2)	34,000	306,000	340,000
Public Services	2001 GMC 4x4	4x4 Diesel w/Snow Plow		35,000	35,000
Public Services	Jeep 4WD SUV	4WD SUV		27,000	27,000
Total for FY 2020			1,881,900	393,000	2,274,900
 <u>FY 2021</u>					
Sheriff	Sheriff Vehicles (2)	Sheriff Vehicles (2)	55,000		55,000
Police	Police Vehicles (5)	Police Vehicles (5)	260,000		260,000
Refuse	2002 Toyota Pickup	Pickup Truck	30,000		30,000
Parks & Recreation	Zero Turn Mower #5	Zero Turn Mower	7,600		7,600
Parks & Recreation	Zero Turn Mower #6	Zero Turn Mower	7,600		7,600
Parks & Recreation	2010 Dodge Caliber	Sedan	23,600		23,600
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

Five-Year Equipment Replacement Plan

Department	Current Equipment	New Equipment	Cost/Funding Source		
			General Fund	Other	Total
<u>FY 2021 - continued</u>					
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	2011 Chevy Impala	Sedan		25,000	25,000
Transit	2016 Buses (2)	Transit Buses (2)	34,000	306,000	340,000
Transit	2006 Para-Transit Bus	Transit Bus	15,000	135,000	150,000
Public Services				150,000	150,000
Total for FY 2021			794,800	616,000	1,410,800
 <u>FY 2022</u>					
Sheriff	Sheriff Vehicles (2)	Sheriff Vehicles (2)	55,000		55,000
Police	Police Vehicles (5)	Police Vehicles (5)	260,000		260,000
Inspections	2011 Ford Ranger	Light Pickup Truck	25,000		25,000
Refuse	Refuse/Recycling Truck	Refuse/Recycling Truck	200,000		200,000
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	1998 F-150	4x4 Pickup Truck	20,100		20,100
Social Services	2012 Chevy Impala	Sedan		25,000	25,000
Public Services				150,000	150,000
Total for FY 2022			843,500	175,000	1,018,500
Grand Total			4,918,200	2,334,500	7,252,700

Five-Year Equipment Replacement Plan

City of Winchester Equipment by Department FY 2018 - FY 2022

Department	2018	2019	2020	2021	2022	Total
<u>Information Technology</u>						
Small SUV	-	28,000	-	-	-	28,000
Total Sheriff	-	28,000	-	-	-	28,000
<u>Sheriff</u>						
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
<u>Police</u>						
Marked Patrol Vehicles	250,000	250,000	255,000	260,000	260,000	1,275,000
Total Police	250,000	250,000	255,000	260,000	260,000	1,275,000
<u>Fire</u>						
Marked Vehicles	90,000	84,000	84,000	-	-	258,000
Generator	45,000	-	-	-	-	45,000
HazMat Vehicle	-	-	900,000	-	-	900,000
Total Fire	135,000	84,000	984,000	-	-	1,203,000
<u>Zoning & Inspections</u>						
Light Pickup Truck	-	-	25,000	-	25,000	50,000
Sedan	-	46,000	-	-	-	46,000
Total Zoning & Inspections	-	46,000	25,000	-	25,000	96,000
<u>Facilities Maintenance</u>						
SUV	-	18,000	-	-	-	18,000
Total Facilities Maintenance	-	18,000	-	-	-	18,000
<u>Public Works/Refuse</u>						
Pickup Truck	-	30,000	-	30,000	-	60,000
Refuse/Recycling Truck	200,000	-	200,000	-	200,000	600,000
Total Refuse	200,000	30,000	200,000	30,000	200,000	660,000
<u>Public Works/Highway Maintenance</u>						
Dump Trucks	120,000	-	240,000	240,000	-	600,000
Pickup Trucks	-	-	57,000	122,000	103,400	282,400
SUV	-	25,300	-	-	-	25,300
Sweeper	-	-	-	-	180,000	180,000
Bucket Truck	-	115,000	-	-	-	115,000
Stump Grinder	-	20,000	-	-	-	20,000
Leaf Vacs/Mowers	64,000	-	20,000	-	-	84,000
Total Highway Maintenance	184,000	160,300	317,000	362,000	283,400	1,306,700

Five-Year Equipment Replacement Plan

City of Winchester Equipment by Department FY 2018 - FY 2022

Department	2018	2019	2020	2021	2022	Total
<u>Parks & Recreation</u>						
Vehicles	-	-	24,300	23,600	20,100	68,000
Other Equipment	-	2,600	-	-	-	2,600
Mower	-	7,600	7,600	15,200	-	30,400
Tractor	-	-	-	-	-	-
Total Parks & Recreation	-	10,200	31,900	38,800	20,100	101,000
<u>Social Services</u>						
Sedan	25,000	25,000	25,000	25,000	25,000	125,000
Total Social Services	25,000	25,000	25,000	25,000	25,000	125,000
<u>Transit</u>						
Paratransit Vans	145,000	150,000	-	150,000	-	445,000
Transit Bus	170,000	-	340,000	340,000	-	850,000
Sedan	-	40,000	-	-	-	40,000
Total Transit	315,000	190,000	340,000	490,000	-	1,335,000
<u>Winchester Parking Authority</u>						
Parking Meters	-	30,000	-	-	-	30,000
Sweeper	-	15,000	-	-	-	15,000
Total WPA	-	45,000	-	-	-	45,000
<u>Equipment Fund</u>						
Truck	45,000	85,000	-	-	-	130,000
Total Equipment	45,000	85,000	-	-	-	130,000
<u>Public Services</u>						
Truck	125,000	-	35,000	-	-	160,000
SUV	60,000	-	27,000	-	-	87,000
Heavy Equipment	-	-	-	150,000	150,000	300,000
Total Public Services	185,000	-	62,000	150,000	150,000	547,000
<u>FWSA</u>						
Truck	172,000	-	-	-	-	172,000
Total FWSA	172,000	-	-	-	-	172,000
Grand Total	1,542,000	1,006,500	2,274,900	1,410,800	1,018,500	7,252,700

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	2018	2019	2020	2021	2022
<u>General Government</u>							
CR - Customize or replace Occupational Licenses study	General				25,000		
CR – Personal Property software changes	General		20,000				
ECC - Shieldware SWMap/GeoComm	General		123,062				
FD - CAMA Software	General			400,000			
IT - Increase Lumos Pipe	General		10,560				
IT - Hardware Replacement	General	704,000	160,000	150,000	150,000	150,000	150,000
IT - Migrate OptiView from i5 to windows	General		7,500				
IT - Shorten i5 backup window	General		2,500				
IT – Disaster Recovery	General		50,000				
IT - GIS ESRI Business Analyst Online	General		515				
IT – GIS Change Finder	General		7,500				
GIS – Pictometry Widget for App Builder	General		1,990				
IT - Consulting for web development	General		50,000				
IT - TPSC virtual server OS upgrade	General		4,100				
IT – Drop Box	General		2,000				
IT - IT Strategic Plan Update	General			60,000			
IT - C2G Test Environment	General			12,500			
IT - GIS interface to SunGard	General				75,000		
IT - New Personal Property System	General				700,000		

Five-Year Information Technology Plan

Project Description	Funding Source	Prev	2018	2019	2020	2021	2022
<u>General Government</u>							
IT - Event Logging Software	General			90,000			
IT - VDI Implementation	General			60,000			
IT - Virtual infrastructure update	General			150,000			
IT - Workflow software	General			50,000			
PD - Adobe Acrobat XI Pro	General		755				
PD - e-ticketing system	General		16,510				
PD - Cellbrite Replacement	General		6,395				
PD - MDC Program	General		62,451				
PL - Large format scanner/plotter	General			5,000			
RD - Parks backup server replacement	General		8,500				
RD - Parks replace VMs servers	General		16,000				
SH - Records Mgmt Software Repl	General			39,000			
TR - Petztrack	General			2,900	2,900	2,900	2,900
ZI - SunGard Mobiles Software	General			38,930			
ZI - Vantage Point Viewer	General			33,700			
<u>Parking</u>							
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		704,000	560,338	1,092,030	977,900	152,900	152,900

Health/Dental Insurance Plans and Rates

City of Winchester FY 2018 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	499.00	475.00		24.00
Employee Plus 1	923.00	773.52		149.48
Employee/Family	1,347.00	898.10		448.90
	Bi-Weekly Expected Rates	Employer Contribution		Employee Contribution
Employee Only	230.31	219.23		11.08
Employee Plus 1	426.00	357.01		68.99
Employee/Family	621.69	414.51		207.18

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	475.00	475.00	100%	-	0%
Employee Plus 1	879.00	773.52	88%	105.48	12%
Employee/Family	1,283.00	898.10	70%	384.90	30%
	Bi-Weekly Expected Rates	Employer Contribution	%	Employee Contribution	%
Employee Only	219.23	219.23	100%	-	0%
Employee Plus 1	405.69	357.01	88%	48.68	12%
Employee/Family	592.15	414.51	70%	177.65	30%

Debt Summary

Summary of Outstanding Debt

As of June 30, 2017

ISSUE	PURPOSE	AMOUNT ISSUED	ISSUE DATE	MATURITY DATE	BALANCE CITY/SCH	BALANCE UTILITIES
<u>General Obligation Debt</u>						
Public Improvement Bond Series 1999A	Finance public safety facility, library renovations, and water projects	10,000,000	6/16/1999	6/3/2019	737,229	737,229
Public Improvement Bond Series 2007	Finance Schools Projects and Active Living center project	7,200,000	9/12/2007	9/1/2027	340,000	
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	24,630,870	4,079,130
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	21,436,485	5,518,515
Public Improvement Bond Series 2013	Finance General fund projects and schools capital projects	24,265,000	10/30/2013	9/1/2033	22,520,000	
Public Improvement Bond Series 2014	Finance General fund projects and schools capital projects	14,685,000	10/30/2014	9/1/2037	7,992,260	2,277,740
Public Improvement Bond Series 2015	Finance General fund projects and schools capital projects	7,075,000	10/28/2015	5/1/2035	6,780,000	
Public Improvement Bond Series 2016	Finance General fund projects and schools capital projects	7,400,000	8/1/2016	8/1/2037	7,400,000	
<u>Revenue Bonds</u>						
Revenue bonds-VRA Series 2008	Utilities Capital Projects	12,100,000	11/21/2008	10/1/2028		1,140,000
Revenue bonds- VRA Series 2009A	Utilities Capital Projects	11,820,000	6/1/2009	10/1/2029		585,000
Revenue bonds- VRA Series 2009B	Utilities Capital Projects	12,295,000	11/1/2009	10/2/2029		9,375,000

Debt Summary

Summary of Outstanding Debt

As of June 30, 2017

ISSUE	PURPOSE	AMOUNT ISSUED	ISSUE DATE	MATURITY DATE	BALANCE CITY/SCH	BALANCE UTILITIES
<u>Revenue Bonds- continued</u>						
Revenue bonds- VRA Series 2010C	Utilities Capital Projects	12,165,000	11/1/2010	10/1/2031		9,865,000
Revenue bonds- VRA Series 2011A	Utilities Capital Projects	1,500,000	10/25/2011	9/1/2042		1,365,531
Revenue bonds- VRA Series 2011B	Utilities Capital Projects	19,470,000	10/16/2011	10/1/2032		3,930,000
Revenue bonds- VRA Series 2015A	Utilities Capital Projects	14,810,000	4/28/2015	4/1/2030		14,715,000
Revenue bonds- VRA Series 2017A	Utilities Capital Projects	13,115,000	4/28/2017	4/1/2033		13,115,000
FWSA Opequon Water Facility Obligations	Obligations Payable- FWSA	55,954,557	4/1/2004	10/1/2042		37,424,855
Total - All Outstanding Bonds		284,194,557			91,836,844	105,128,000

Legal Debt Margin Information

Last Five Fiscal Years

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Debt Limit	281,568,882	282,603,133	283,454,957	298,175,246	299,572,546
Total Net Debt Applicable to Limit	106,907,645	107,467,343	114,224,636	106,210,407	105,885,838
Legal Debt Margin	174,661,237	175,135,790	169,230,321	191,964,839	193,686,708
Total Net Debt Applicable to Limit as a % of Debt Limit	37.97%	38.03%	40.30%	35.62%	35.35%

Debt Summary

Governmental Activities Principal and Interest Schedule

Year Ending June 30	General Fund			Winchester Public Schools			Total Governmental Activities Debt Service
	Principal	Interest	Total General Fund Debt Service	Principal	Interest	Total WPS Debt Service	
2018	1,945,234	871,705	2,816,939	5,075,335	2,736,775	7,812,110	10,629,050
2019	2,194,482	789,333	2,983,815	5,194,419	2,499,251	7,693,670	10,677,485
2020	1,995,076	697,285	2,692,361	5,746,526	2,226,894	7,973,420	10,665,781
2021	1,847,773	629,262	2,477,035	5,955,897	1,980,627	7,936,524	10,413,559
2022	1,915,073	564,536	2,479,609	6,181,569	1,744,376	7,925,945	10,405,554
2023	1,508,436	503,698	2,012,134	6,544,699	1,489,405	8,034,104	10,046,238
2024	1,559,752	450,839	2,010,591	6,358,448	1,218,186	7,576,634	9,587,225
2025	1,533,278	397,439	1,930,717	6,125,702	926,920	7,052,623	8,983,340
2026	1,587,653	343,581	1,931,234	5,121,817	664,586	5,786,403	7,717,637
2027	1,148,021	299,010	1,447,032	2,847,654	480,987	3,328,641	4,775,673
2028	1,174,536	264,748	1,439,284	1,570,464	384,718	1,955,182	3,394,466
2029	1,082,417	230,985	1,313,402	1,202,583	325,197	1,527,780	2,841,182
2030	1,107,143	198,375	1,305,517	1,257,857	271,024	1,528,882	2,834,399
2031	1,133,021	164,799	1,297,821	1,316,979	214,310	1,531,289	2,829,110
2032	1,158,901	130,237	1,289,138	1,376,099	154,962	1,531,061	2,820,199
2033	1,197,912	95,631	1,293,543	1,432,088	96,495	1,528,583	2,822,126
2034	1,224,944	59,826	1,284,770	1,495,056	35,378	1,530,434	2,815,204
2035	809,287	31,973	841,260	65,713	1,610	67,323	908,583
2036	420,000	13,462	433,462				
2037	425,000	4,505	429,505				
	<u>26,967,938</u>	<u>6,741,229</u>	<u>33,709,167</u>	<u>64,868,905</u>	<u>17,451,703</u>	<u>82,320,608</u>	<u>115,166,808</u>

Debt Summary

Business-Type Activities Principal and Interest Schedule

Year Ending June 30	Utilities Fund			Winchester Parking Authority			Total Business- Type Activities
	Principal	Interest	Total Utilities Debt Service	Principal	Interest	Total WPA Debt Service	
2018	6,103,176	5,175,985	11,279,161	210,000	369,250	579,250	11,858,411
2019	6,497,339	4,940,535	11,437,874	220,000	358,500	578,500	12,016,374
2020	6,520,865	4,648,756	11,169,621	230,000	347,250	577,250	11,746,871
2021	6,073,305	4,371,350	10,444,655	245,000	335,375	580,375	11,025,030
2022	6,340,816	4,089,656	10,430,472	255,000	322,875	577,875	11,008,347
2023	6,063,011	3,156,870	9,219,882	270,000	309,750	579,750	9,799,632
2024	6,230,823	2,864,359	9,095,182	280,000	296,000	576,000	9,671,182
2025	6,416,142	2,663,662	9,079,805	295,000	281,625	576,625	9,656,430
2026	6,603,458	2,230,634	8,834,091	310,000	266,500	576,500	9,410,591
2027	6,429,688	1,901,121	8,330,809	325,000	250,625	575,625	8,906,434
2028	6,381,324	1,604,620	7,985,944	340,000	234,000	574,000	8,559,944
2029	6,630,824	1,321,104	7,951,928	360,000	216,500	576,500	8,528,428
2030	5,926,785	1,049,889	6,976,674	375,000	198,125	573,125	7,549,799
2031	4,314,497	837,601	5,152,098	395,000	178,875	573,875	5,725,973
2032	3,073,724	681,938	3,755,661	415,000	158,625	573,625	4,329,286
2033	3,189,828	564,620	3,754,449	435,000	137,375	572,375	4,326,824
2034	1,819,873	474,741	2,294,614	460,000	115,000	575,000	2,869,614
2035	1,891,080	404,464	2,295,544	480,000	91,500	571,500	2,867,044
2036	1,965,535	329,485	2,295,019	505,000	66,875	571,875	2,866,894
2037	2,041,850	252,473	2,294,323	530,000	41,000	571,000	2,865,323
2038	2,127,526	163,780	2,291,307	555,000	13,875	568,875	2,860,182
2039	2,232,566	60,846	2,293,412				2,293,412
2040	69,881	7,099	76,980				76,980
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
	<u>105,128,000</u>	<u>43,803,954</u>	<u>148,931,954</u>	<u>7,490,000</u>	<u>4,589,500</u>	<u>12,079,500</u>	<u>161,011,454</u>

**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.

Debt Policy

- C. The City will disclose the preceding ten fiscal year's debt ratios in the Comprehensive Annual Financial Report.
- D. As part of its Operating and Capital Improvement Budget, the City will disclose an estimate of the subsequent five fiscal year's debt ratios with an analysis of the impact, if any; moral obligation debt would have on the debt ratios.

City of Winchester Fund Balance Policy

Adopted December 9, 2003 and Amended October 9, 2012 and August 23, 2016

I. BACKGROUND AND PURPOSE

The City believes that sound financial management principles require that sufficient funds be retained by the City to provide a stable financial base at all times. To retain this stable financial base, the City needs to maintain a General Fund Balance sufficient to fund all cash flows of the City, to provide financial reserves for unanticipated expenditures and revenue shortfalls and to provide funds for all existing encumbrances.

The purpose of this policy is to provide guidance as to the composition of this General Fund Balance and a method of funding this balance.

II. COMPONENTS OF GENERAL FUND BALANCE

The following individual items shall constitute the General Fund Balance:

- A. *Non-Spendable* – the portion of the fund balance that is not in a spendable form or is required to be maintained intact.
- B. *Restricted* – the portion of the fund balance that can be spent only for the specific purposes stipulated by constitution, external resource providers, or through enabling legislation.
- C. *Committed* – the portion of fund balance that represents resources whose use is constrained by limitations that the government imposes upon itself at its highest level of decision making.
- D. *Assigned* – the portion of fund balance that reflects a government's intended use of resources.
- E. *Unassigned* – the residual classification that includes all spendable amounts not contained in the other classifications. This would grow or decrease depending on whether we have a surplus or deficit at the end of each fiscal year.

III. Funding Requirements of Components of General Fund Balance

- A. An Assigned amount shall be established each year at an amount equal to the appropriated yet unexpected funds at fiscal year-end. These funds shall not be subject to current appropriations without the approval of City Council.
- B. A Committed Balance shall be established at an amount equal to all non-expended Capital Outlay projects, and any re-appropriations of prior year balances.
- C. An Unassigned Fund shall be established at an amount equal to 20% of the Total General Fund Expenditures less any Capital Outlay projects funded with Bond Proceeds. If the Unassigned Fund Balance exceeds 25% of Total General Fund Expenditures, amounts over 25% shall be transferred to the Capital Reserve Account up to the funding maximum of \$2,000,000. If the \$2,000,000 maximum funding level of the Capital Reserve Account is reached, excess funds shall remain in the Unassigned Fund Balance. In the event that the Unassigned Fund Balance falls below the 20% minimum requirement, the City will replenish the Fund Balance within three fiscal years.
- D. A second Committed ("Capital Reserve Account") shall be established at an amount no less than \$500,000 and no greater than \$2,000,000. The Account can be funded by transfers of excess funds from the Unassigned Fund Balance as discussed above or direct appropriations by City Council. Use of the Fund shall occur only by appropriation of City Council for pay-as-you-go capital projects consistent with Council's goals and objectives. The fund may not be used for new expanded services or for operating or recurring expenditures. In the event that the Fund declines below the \$500,000 minimum requirement, it must be restored within one fiscal year.

IV. MONITORING AND FUNDING

- A. The City shall annually prepare a report documenting compliance with this Policy.
 - 1. If the City is not in compliance at this time of policy adoption, a Plan to comply with this Policy within 36 months of its adoption shall be presented to the Board.
 - 2. If the City is not in compliance with this Policy at a time other than the adoption of this Policy, or within the first 36 months, a plan to comply with the Policy within 12 months of the first notice of non-compliance shall be presented to the Board.

- B. The City shall annually demonstrate that it will comply with this Policy based on its proposed Operating and Capital Budget for each year.
- C. The Capital Reserve Account will be maintained on a level at or above its current fiscal year Fund Minimum. In the event that the Fund declines below the current fiscal year Fund Minimum, it must be restored within one fiscal year.

V. **FUND BALANCES – OTHER FUNDS**

Fund balances in the School Board Fund and Other Funds are encumbrances and/or reappropriation of prior year balances. These funds are otherwise funded by the General Fund with any surplus or deficits at year end reverting back to the General Fund.

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

Glossary

The following definitions of terms are provided to aid in understanding the terminology employed in the text of the budget and other financial documents.

Accrual Basis of Accounting – A method of accounting that recognizes the financial effect of transactions, events and inter-fund activities when they occur, regardless of the timing of related cash flows.

Activity – Classification of City services based on type of service provided, including legislative, administration, courts, public safety, public works, health & welfare, education, parks & recreation, and community development.

Adopted Budget –The final operating and capital budget approved by the City Council after public hearings and amendments to the proposed budget, if applicable; becomes legal guidance to City management and departments for spending levels.

Advance Refunding – A refinancing transaction in which new (refunding) bonds are issued to repay (refund) outstanding bonds prior to the first call date. The proceeds of the refunding bonds are deposited in an escrow account, invested in government securities, and used to pay debt service (interest, principal and premium, if any) on the refunded bonds through the applicable call date. For accounting purposes, refunded obligations are not considered a part of an issuer's debt.

Agent Fees – The fee paid to a financial institution known as the paying agent or registrar that serves two functions: 1) it receives funds from the issuer prior to each debt service payment date and then distributes these monies to the bondholders and 2) as registrar it establishes and maintains records of bond ownership.

Amortization – The paying off of debt in regular installments over a period of time.

Appropriation – An authorization made by the Council that permits City departments and agencies to incur obligations against, and to make expenditures of, governmental resources. The amount is fixed and authorized until the fiscal year ends at which time by law the appropriation lapses.

Appropriation Ordinance – The official enactment by City Council establishing the legal authority for City administrative staff to obligate and expend resources.

ARRA – American Recovery and Reinvestment Act – Bill passed by President Obama in February 2009 as an economic stimulus package. The money provided by this program will go towards projects such as improving education, building roads, public transportation, criminal justice, health care, and many other areas. The government is hoping this package will create jobs and provide other economic benefits.

Assessed Value – The fair market value placed on personal and real property owned by taxpayers, as determined by the City.

Balanced Budget – By law, local government budgets must be balanced; i.e., expenditures may not exceed revenues.

Basis of Budgeting and Accounting – Accounting methods, such as accrual basis and modified accrual basis, used to document revenues received and authorized obligations expensed.

Glossary

Bond – General Obligation A type of security sold to finance capital improvement projects, with the principal and interest payments guaranteed by the full faith and credit of the City through its taxing authority.

Bond Ratings – A rating of quality given on any given bond offering as determined by an independent agency in the business of rating such offerings.

BPOL Tax – Business license or gross receipts tax, this item taxes the total revenues of a business.

Budget – A plan of financial operation including an estimate of proposed means of financing them (revenue estimates). The term also sometimes is used to denote the officially approved expenditure ceilings under which the City and its departments operate.

Budget Calendar – The schedule of key dates involved in the process of adopting and then executing an adopted budget.

Budgetary Control – The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Budget Document – The official written statement prepared by the City's administrative staff which presents the proposed budget to the City Council.

Budget Message – A general discussion of the proposed budget presented to the City Council by the City Manager as a part of or supplement to the budget document. The budget message explains principle budget issues against the background of financial experience in recent years and presents recommendations made by the City Manager.

CAFR – Comprehensive Annual Financial Report – the annual report issued by the City on its financial position and activity for the fiscal year. This report is prepared by the Department of Finance in conformity with U. S. generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board. The report is audited by an independent firm of certified public accountants.

Capital Assets – Operating – Tangible property which has a value of at least \$10,000, but less than \$50,000, and a useful life of more than one year. Operating capital is budgeted in the operating funds. Also called fixed assets.

Capital Assets – Major – Any tangible property with a value of at least \$50,000 and an expected life of at least seven years is classified as a major capital asset. Such assets are budgeted in the Capital Improvement Plan (CIP). These items are of significant value and require a longer planning horizon.

Capital Fund – Each year, the City adopts a five-year Capital Improvement Program (CIP) that serves as a blueprint for the long-term physical improvements the City wishes to make. The Capital Fund is funded through a transfer from the general, water and sewer funds, State aid and bond issues. The current year CIP is included as part of the annual budget.

Capital Improvement Expenditures – Related to the acquisition, expansion or rehabilitation of an element of the governments' physical facilities and infrastructure.

Capital Improvement Plan (CIP) – A plan for purchasing capital expenditures over a period of years to meet capital needs arising from the long-term work program. It sets forth each project or other contemplated expenditure and specifies the full resources estimated to be available to finance the projected expenditures.

Capital Lease – A lease obligation that has met the criteria to be categorized as a capital lease as opposed to an operating lease under generally accepted accounting principles. Capital leases are common in certain types of financing transactions involving the use of revenue bonds as opposed to general obligation bonds.

Capital Outlay – An appropriation or expenditure category for government assets with a value of \$10,000 or more and a useful economic life of one year or more.

Capital Projects – Projects which purchase or construct capital assets. Typically, a capital project encompasses a purchase of land and/or the construction of a building or facility.

Capitalized Interest – A portion of the proceeds of a bond issue which is set aside to pay interest on the bonds for a specific period of time. Interest is typically capitalized for bonds issued to finance a revenue-producing project to pay debt service until the project is completed and begins generating revenues.

CDBG – Community Development Block Grant -- funding received from the U. S. Department of Housing and Urban Development. CDBG primarily benefits low- and moderate-income persons through housing, human services, neighborhood improvements and economic development activities, with a secondary emphasis on the reduction of slums and blight.

CIP – Capital Improvement Plan – A plan for capital expenditures, to be incurred each year over a fixed period of several future years, which sets forth each capital project, identifies the expected beginning and ending date for each project, the amount to be expended in each year and the method of financing those expenditures.

City Budget – That portion of the overall General Fund budget under the direct control of the City Manager (excludes the School Budget).

Comprehensive Annual Financial Report (CAFR) – The annual report that represents a locality's financial activities and contains the independent auditor's reports on compliance with laws, regulations and internal controls over financial reporting based on an audit of financial statements performed in accordance with "Government Auditing Standards."

Constitutional Officers – Officials elected to four-year terms of office that are authorized by the Constitution of Virginia to head City departments, the Treasurer, Commissioner of Revenue, City Sheriff, Commonwealth Attorney and the Clerk of the Circuit Court for the City.

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

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

CSA – Comprehensive Services Act.

Glossary

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

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

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

Debt Ratio – A measure used that determines the annual debt service or outstanding debt as a percentage of some other item which is generally an indication of the ability of the City to repay the debt; examples include annual debt service as a percentage of total annual expenditures and total outstanding debt as a percentage of total assessed value.

Debt Service – The payment of principal and interest on borrowed funds, such as bonds.

Defeasance – Termination of the rights and interests of the bondholders and their lien on the pledged revenues in accordance with the terms of the bond contract for a bond issue. Defeasance usually occurs in connection with the refunding of outstanding bonds after provision has been made for future payment through funds provided by the issuance of the new refunding bonds.

Department/Division – A department consists of one or more divisions. The division is the basic organizational unit of government which is functionally unique in its delivery of services.

Depreciation – The decrease in value of capital assets due to use and the passage of time.

Disbursement – The expenditure of monies from an account.

E-911 Tax – This is a tax on telephone usage to pay for fire and police emergency dispatch operations.

Economic Development Authority (EDA) – Responsible for encouraging industrial and commercial development in the City.

Emergency Medical Services (EMS) – The Fire and Emergency Medical Services Department provides emergency fire suppression response to incidents involving fires, fire alarms, smoke scares, vehicle accidents and other types of calls where the threat of fire exists. It also provides emergency medical response to incidents involving injury, illness, accidents, and other types of calls where the threat of injury or illness exists.

Encumbrance – A reservation of funds that represents a legal commitment, often established through contract, to pay for future goods or services.

Enterprise Funds – Account for the financing of services to the general public whereby all or most of the operating expenses involved are recorded in the form of charges to users of such services. The enterprise funds consist of the Sewer Utility Fund, the Water Utility Fund and the Transit Fund (although transit is not formally recognized as an enterprise fund).

Expenditure – The actual payment of cash for the purpose of acquiring goods or services.

Expense Charges – Incurred for goods and services, whether paid immediately or unpaid.

Glossary

Fiscal Year – A twelve-month period designated as the operating year for accounting and budgeting purposes, and at the end of which a government determines its financial position and the results of its operations. For the City the fiscal year begins on July 1 and ends on June 30.

Fixed Assets – Assets of a long-term character which are not intended to be sold for profit, but which are to be used in an organization's normal course of business, such as land, buildings, and improvements other than buildings, machinery and equipment.

Franchise – A special privilege granted by a government permitting the continuing use of public property, such as city streets and usually involving the elements of monopoly and regulation.

Fringe Benefits – The payment of benefits to employees as part of a compensation package, including social security, Medicare, retirement, and health insurance.

Full-Time Equivalent (FTE) – A measure for determining personnel staffing, computed by equating 2,080 hours of work per year (2,496 for firefighters) with one full-time equivalent position.

Function – A subset of expenditures or expenses, which are related by classification e.g., salary, fringe benefits, contractual services, and debt service.

Fund – A set of interrelated accounts to record assets, liabilities, equity, revenues and expenditures associated with a specific purpose or activity.

Fund Balance – Generally refers to the City's unassigned General Fund Balance, which is the accumulated total of all prior years' actual revenues in excess of expenditures, or surplus. These funds are available for appropriation by the Common Council.

Fund Type – In governmental accounting, all funds are classified into eight generic fund types: General, Special Revenue, Debt Service, Capital Projects, Enterprise, Internal Service and Trust and Agency.

GAAP – Generally Accepted Accounting Principles -- is the standard framework of guidelines for financial accounting, mainly used in the U.S.A.. It includes the standards, conventions, and rules accountants follow in recording and summarizing transactions, and in the preparation of financial statements.

Governmental Accounting Standards Board (GASB) – An organization that provides the ultimate authoritative accounting and financial reporting standards for state and local governments.

General Fund – A fund containing revenues such as property taxes not designated by law for a special purpose. Some of the departments that are part of the General Fund include Administration, Fire, Police, Public Works and Recreation.

General Obligation Bond – A bond for which the full faith and credit of the City is pledged for payment.

Goal – A clear statement of a program's mission, or purpose.

Governmental Funds – Funds generally used to account for tax-supported activities.

Grants – Contributions or gifts of cash or other assets from another government to be used or expended for a specific purpose, activity or facility.

Glossary

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.

Glossary

Moral Obligation Bond – A bond which is secured by the revenues from the financed project and, additionally, by a non-bonding agreement that any deficiency in pledged revenues will be reported to the issuer's legislative body (City Council) which may appropriate moneys to make up the shortfall. Typically the mechanics involve a debt service reserve fund which is drawn upon to make up for any deficiency in pledged revenues. The legislative body is then requested to replenish the reserve fund but is not obligated to do so. These bonds are considered tax-supported debt and impact debt capacity to the extent that pledged revenues are ever insufficient to support debt service.

Non-Departmental Accounts – Accounts used to record expenditures that cannot or have not been allocated to individual departments.

Object of Expenditure – An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

Objective – The actual functions or services that a City program must provide in order to achieve its stated goals.

Operating Budget – Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing acquisition, spending and service delivery activities of a government are controlled.

Operating Expenses – The cost for personnel, materials and equipment required for a department to function.

Operating Revenue – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Ordinance – A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute, it has the full force and effect of law within the boundaries of the municipality to which it applies. Ordinances require two public readings and legal advertisement prior to adoption. Ordinarily, the statutes or charter will specify or imply those legislative actions that must be done by ordinance.

Other Costs – Refers to costs that are not personnel, operating or capital in nature, such as debt service and transfers between funds.

Outcomes – the desired results that will be seen if the City is successful in providing programs and services that affect the causal factors identified for the priorities.

Pay-as-You-Go Basis – A term used to describe the financial policy of a government that finances all of its capital outlays from current revenues rather than by borrowing. A government that pays for some improvements from current revenues and others by borrowing is said to be on a partial or modified pay-as-you-go-basis.

Performance Measure – An indicator of the attainment of an objective; it is a specific quantitative measure of work performed or services provided within an activity or program, or it may be a quantitative measure of results obtained through a program or activity.

Personal Property Tax (PP) – A City tax levied on motor vehicles and boats based on published listings of values, and on machinery and tools based on a percentage of cost.

Glossary

Personal Services – Expenditures for salaries, wages, and overtime for full-time and part-time employees.

Program – A program is a distinct, clearly identifiable activity, function, cost center, or organizational unit that is budgeted as a sub-unit of a department. A program budget utilizes the separate program budgets as its basic component.

Projections – Estimates of anticipated revenues, expenditures, or other budget amounts for specific time periods, usually fiscal years.

Property Tax – A tax levied on the assessed value of real property. This tax is also known as ad valorem tax.

Proposed Budget – The operating and capital budgets submitted to the City Council by the City Manager.

Proprietary Fund – A fund that accounts for operations that are financed in a manner similar to private business enterprise.

Public Service Corporation (PSC) – An entity defined by the Commonwealth of Virginia as providing utilities to residents and businesses; includes power companies, phone companies, gas companies, and other similar type organizations.

Real Estate Tax (R/E) – A tax levied by the City Council on real property in the City of Winchester; real property is defined as land and improvements on the land (buildings).

Recommended Budget – The budget proposed by the City Manager to City Council for adoption.

Refunding – A transaction in which the City refinances an outstanding issue by issuing new (refunding) bonds and using the proceeds to immediately retire the old (refunded) bonds.

Reserve – A portion of a fund's balance that is restricted for a specific purpose and not available for general appropriation.

Revenue – Sources of funds received by the government that finance the operations. These receipts may include tax payments, interest earnings, service charges, grants, and intergovernmental payments.

Revenue Bond – A bond that is payable from a specific source of revenue and to which the full faith and credit of the City's taxing power is not pledged. Revenue bonds are payable from identified sources of revenue, including general fund revenues on occasion, for certain types of appropriation-supported bonds.

School Fund Budget – The School Fund revenues and expenditures under the control of the School Board for the operation of Winchester City Schools.

Strategic Issues – Policy choices or decisions which serve as the fundamental basis for the organization's types of services, service levels, cost of services and overall management.

Tax Levy – The total dollar amount of tax that optimally should be collected based on tax rates and assessed values of personal and real properties.

Glossary

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.