



Winchester  
*Virginia*

# FY 2019 ADOPTED BUDGET

**CITY OF WINCHESTER, VIRGINIA  
ADOPTED BUDGET**

Fiscal Year  
July 1, 2018 through June 30, 2019



**BUDGET OFFICIALS**

Eden E. Freeman, City Manager  
Mary M. Blowe, Chief Financial Officer and Director of Support Services  
Celeste R. Broadstreet, Financial Services Director and Real Estate Administrator



FIRST  
WARD



**Les Veach**  
*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*

### 2018 Council Officers

Mayor: John David Smith, Jr.

Vice-Mayor: John Hill

President: Bill Wiley

Vice-President: Les Veach



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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Winchester  
Virginia**

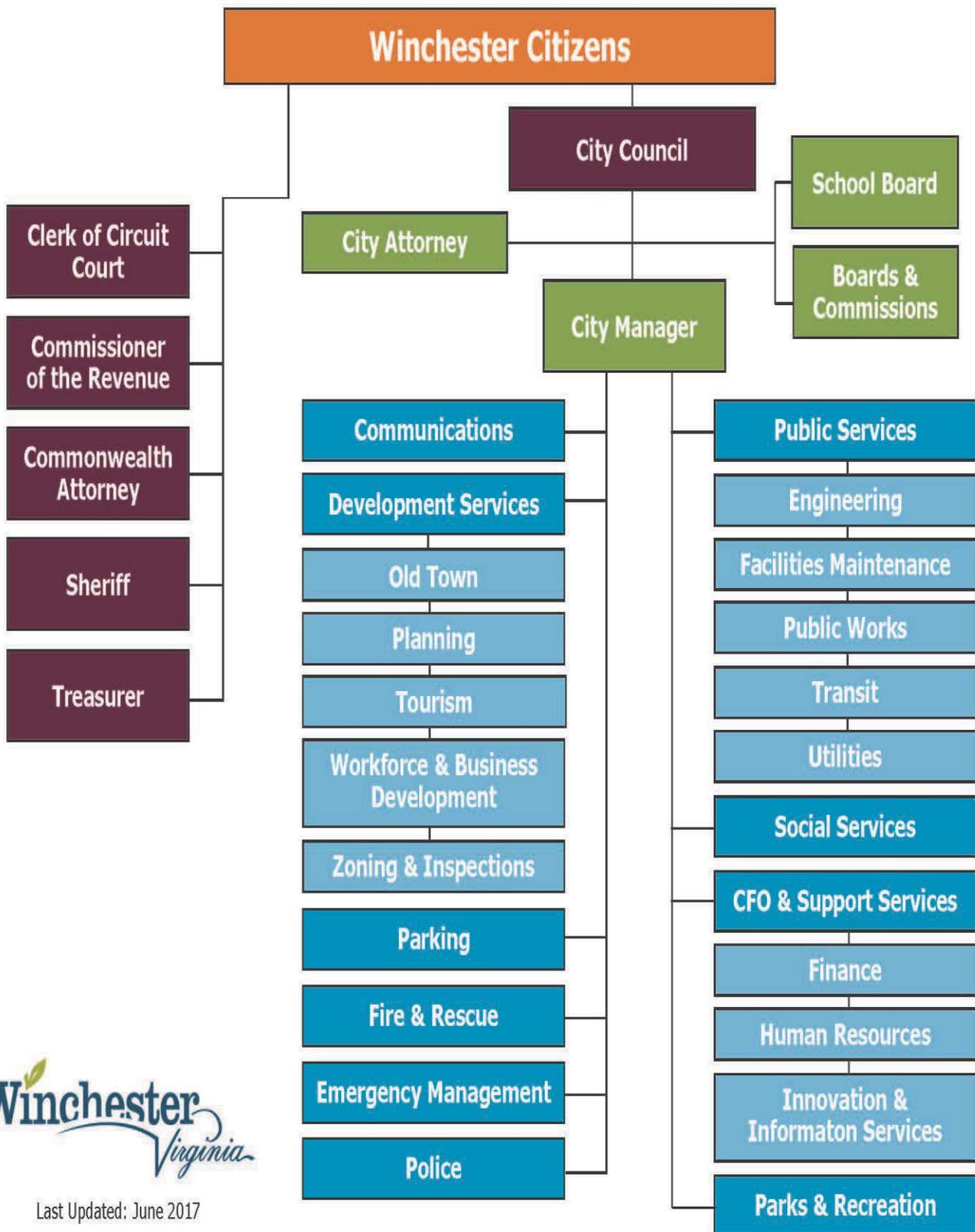
For the Fiscal Year Beginning

**July 1, 2017**

*Christopher P. Morill*

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



**Encourage sustainable economic growth and partnerships through business and workforce development**



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



**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**

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



**GOAL 1 OBJECTIVES:**

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



**GOAL 2 OBJECTIVES:**

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



**GOAL 3 OBJECTIVES:**

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



**GOAL 4 OBJECTIVES:**

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

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## City Manager's Message

Honorable Members of Council:

I am pleased to present to you and the citizens and businesses of the City of Winchester the FY 2019 City Manager's Proposed Budget. The preparation of the annual budget is one of the most important processes undertaken by the City each year. The Budget is the financial plan that provides the resources required to carry out the priority projects identified in the City's Strategic Plan. The 2016-2020 Strategic Plan is the guidebook that provides the direction needed by City staff to develop the FY 2019 Proposed Budget. For budget planning purposes, the FY 2019 Proposed Budget is predicated on the City's four main goals as developed through the strategic planning process which were reaffirmed by Council in February 2018:

- 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

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
- Support local businesses through destination branding and marketing to visitors
- Continue promoting redevelopment/development of previously identified catalyst sites
- Identify additional targeted areas and promote redevelopment/development of areas not previously identified as catalyst sites
- Increase cultural, recreational and tourism-related opportunities in Winchester
- Develop and maintain Winchester's infrastructure
- Promote and improve community safety
- Implement cost saving innovative internal strategies to improve efficiency
- Increase government transparency and communication capabilities
- Enhance service delivery to residents, economic partners and visitors

## City Manager's Message

The budget development process for FY2019 began in November 2017 when City Offices and Departments began working to develop their budget requests. These requests were submitted to the City's Finance Department by December 31, 2017 and totaled \$106,789,982, an increase of \$5,483,482 when compared to the current fiscal year, including use of fund balance and projected revenues. Individual meetings were held with departments to review their budget requests in February and March 2018, resulting in the City Manager's Proposed Budget that is presented in this document.

### **Disciplined Fiscal Policies:**

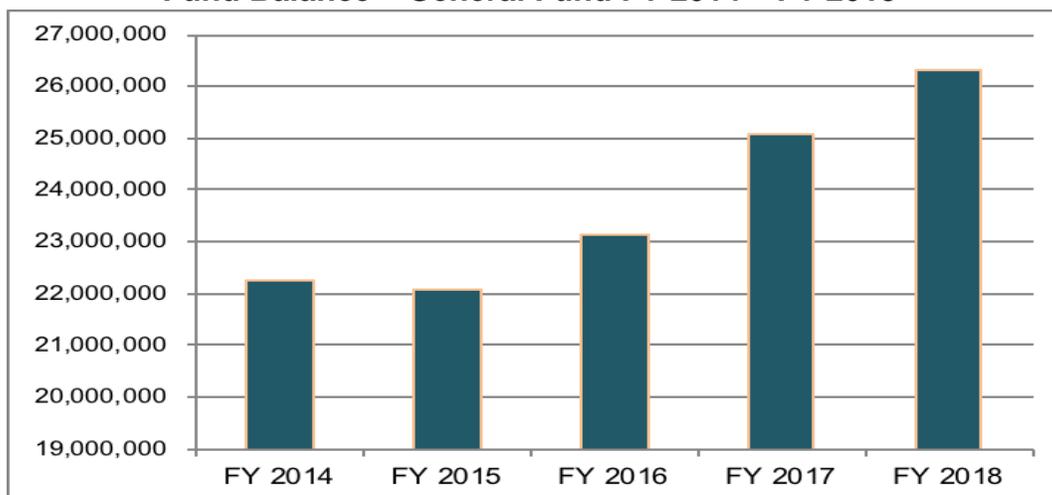
In addition, this budget has been developed with an emphasis placed on adherence to the three principals of sound financial planning:

- Fund Balance Policy
- Debt Policy
- Investment Policy

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

The City's healthy fund balance (projected to be \$26.3 million at the end of FY 2018, or approximately 33% of general fund expenditures) and our disciplined fiscal policies have resulted in the City of Winchester receiving the highly coveted AAA bond rating. As a city, we understand the importance of not allowing our cash balance to erode to a point where rating agencies are not comfortable with our debt to cash ratio. Maintaining a balance of planned spending and debt issuance is paramount to the fiscal strength of Winchester.

**Fund Balance – General Fund FY 2014 – FY 2018\***



\*FY 2018 Projected Fund Balance.

## City Manager's Message

### **Revenues:**

The FY 2019 Proposed Budget has been developed without any tax rate increases and with the same real estate rate as the prior year of \$.91 per \$100 of assessed value. We have conservatively estimated revenues and continue to budget expenditures as cautiously as possible. Based on an analysis of current revenues, we have projected a modest increase for FY2019 local funds revenue of \$1,910,200, attributed to positive trends in personal property, business license, bank franchise, and meals and sales taxes. Additionally, we are projecting an increase of \$2,543,800 from other revenue sources, which include state and federal contributions, use of fund balance for capital improvement and carry forward projects. The national economic recession significantly impacted local revenues and required the City to make difficult decisions; there are a number of indicators that lead us to believe the worst is now behind us. However, we will continue to monitor local revenues and expenditures throughout the fiscal year.

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

The FY 2019 Proposed 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% cost of living adjustment (COLA) for employees for FY2019
- Implementation of compensation study recommendations to address parity to market salaries and compression within departments
- Increase contribution to Winchester Public Schools to \$30,489,102

### **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 FY 2019 Proposed Budget includes ten new positions as follows:

- New – Assistant Facilities Manager – Facilities Maintenance
- New – Custodians (2) – Facilities Maintenance
- New – Family Services Specialist – Social Services Fund
- New – Traffic Signal Network Specialist – Highway Maintenance Fund
- New – Utility Crew Supervisors (2) – Public Services
- New – Senior Utility Service Mechanic – Public Services

## City Manager's Message

### Staffing - continued:

- New – Construction Inspector – Public Services
- New – Office Assistant – Equipment Fund

### Equipment Replacement:

The City recognizes the importance of providing employees with the tools they need to do their jobs, which is incorporated in Goal 4 of the City's adopted strategic plan. Therefore, the City implemented a Five-Year Equipment Replacement Plan in FY 2013 to address the growing need to replace worn and aging equipment. The plan is reviewed each fiscal year and serves as a dedicated funding source for future equipment funding. The General Fund allocation for equipment replacement decreased by \$95,000 over the FY 2018 allocation. The FY 2019 Proposed Budget continues that plan and includes funding for the replacement of the following equipment:

<b>Department</b>	<b>Equipment</b>	<b>Amount</b>
Sheriff	Vehicle	\$ 32,500
Police	Vehicle (7)	\$ 250,000
Emergency Management	Additional Radios	\$ 165,000
Facilities Maintenance	Pickup Truck	\$ 45,000
Highway Maintenance	Bucket Truck	\$ 30,000
Social Services	Sedan	\$ 20,000
Parking Authority	Sweeper	\$ 40,000
Public Services	Various Equipment	\$ 699,000
	<b>Total Equipment</b>	<b>\$ 1,381,500</b>

## 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, we project a healthy fund balance at the end of FY 2018 of \$26.3 million. This healthy reserve will allow the City to complete the following projects during FY 2019 by using fund balance:

Project	Amount
N. Cameron Drainage Improvements	\$ 750,000
Hope Drive Improvements	\$ 500,000
Safety Bollards for Pedestrian Mall/Boscawen	\$ 250,000
Handley Library HVAC/Structural Repairs	\$ 750,000
Sidewalks	\$ 500,000
Fire and Rescue Ladder Truck (Carryforward from FY18)	\$ 1,020,000
Entryway Welcome Signs	\$ 75,000
Green Circle	\$ 100,000
Lowery Tennis Courts Resurfacing	\$ 100,000
Russ Potts Basketball Courts Resurfacing	\$ 40,000
DCLC Renovations	\$ 250,000
Innovation Center	\$ 250,000
<b>Total CIP Projects Funded by Fund Balance</b>	<b>\$ 4,585,000</b>

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	\$ 992,200
• Personnel requests	720,900
• Information Technology requests	1,591,576
<b>Total Unfunded Requests</b>	<b>\$ 3,304,676 or 3.5% of budget</b>

## City Manager's Message

### 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
- Comprehensive Services Act
- Social Services
- Benefits and insurance for employees
- Transportation
- Unfunded mandates

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

I am extremely fortunate to be assisted by an unrivaled team who were instrumental in creating this budget for your consideration. Mary Blowe, Chief Financial Officer and Director of Support Services and Celeste Broadstreet, Director of Financial Services, have worked tirelessly to provide invaluable analysis and review in the development of this document. I am also privileged to work with an incomparable team of Department Directors and staff who are proud to provide the highest quality public services to our residents, businesses and visitors.

In conclusion, the City of Winchester has a robust strategic plan and a proposed budget that provides the necessary funding to implement the plan without the issuance of additional debt. Winchester's FY 2019 Proposed Budget is a sound fiscal document that provides resources to ensure a well-run City government and meets the needs of our community now and into the future.

Respectfully submitted,



Eden E. Freeman  
City Manager

## Budget Overview

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

1. Encourage sustainable economic growth and partnerships through business and workforce development.
2. Promote and accelerate revitalization of catalyst 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.

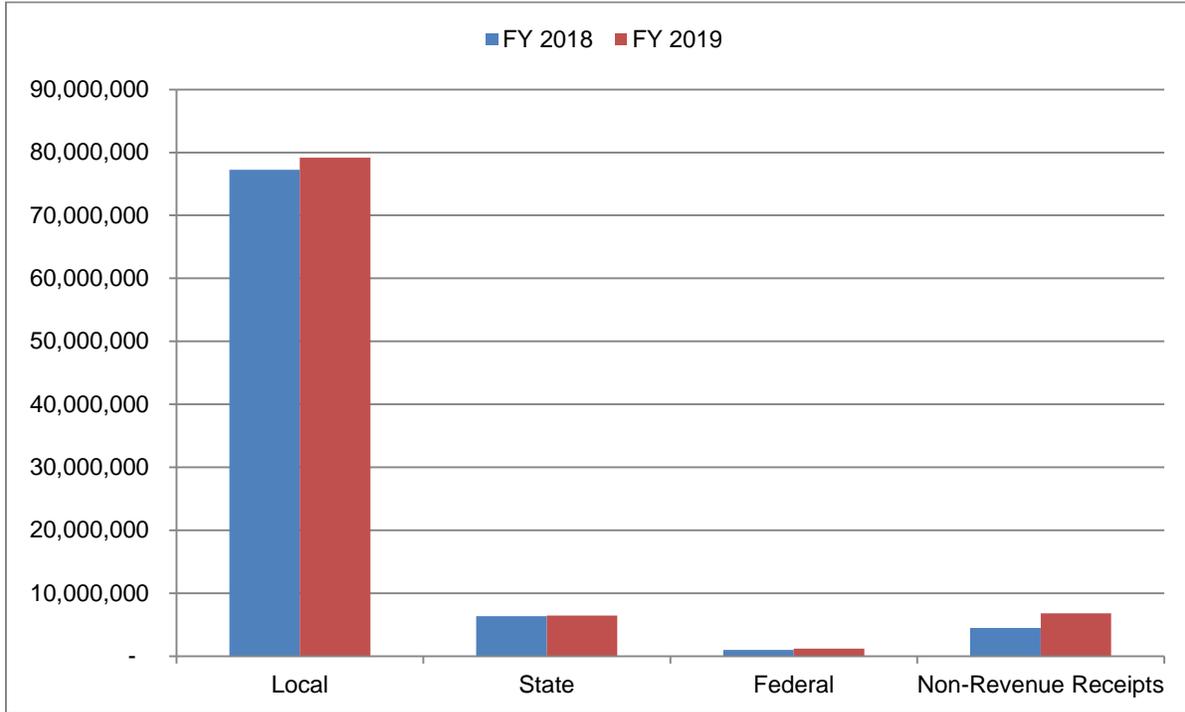
### **Revenue**

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.

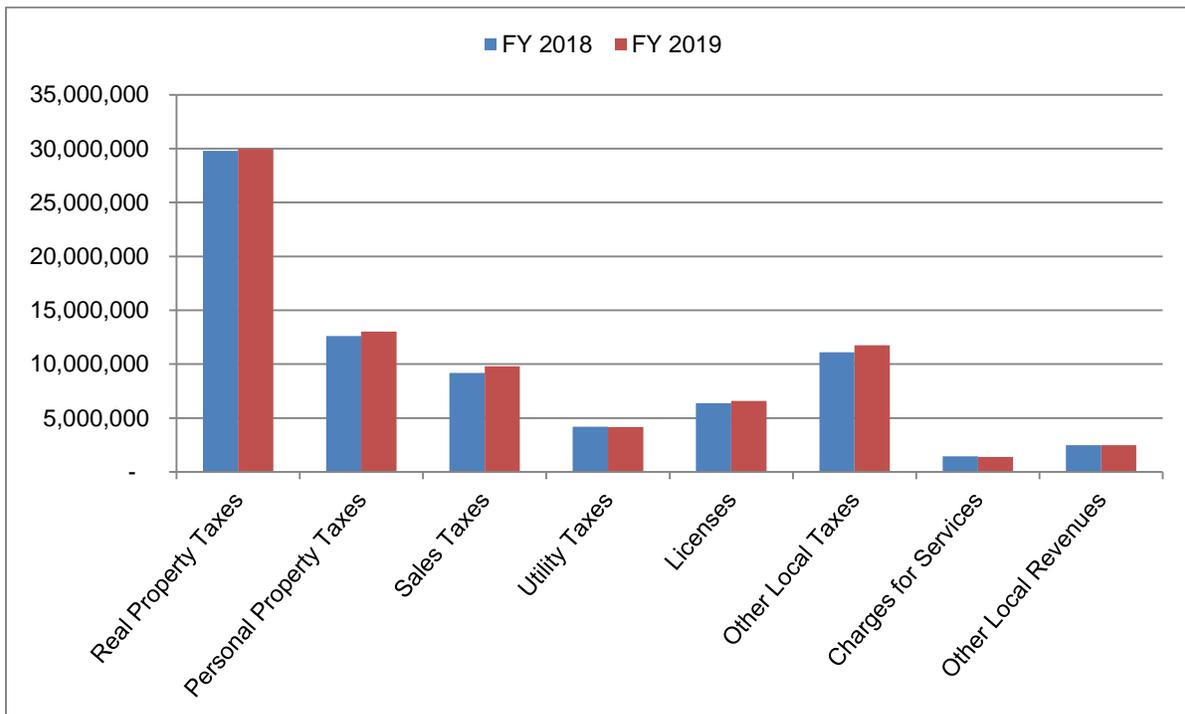
### **General Fund Revenues:**

General Fund estimated revenues total \$93,654,000, an increase of \$4,554,000 from the FY 2018 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.

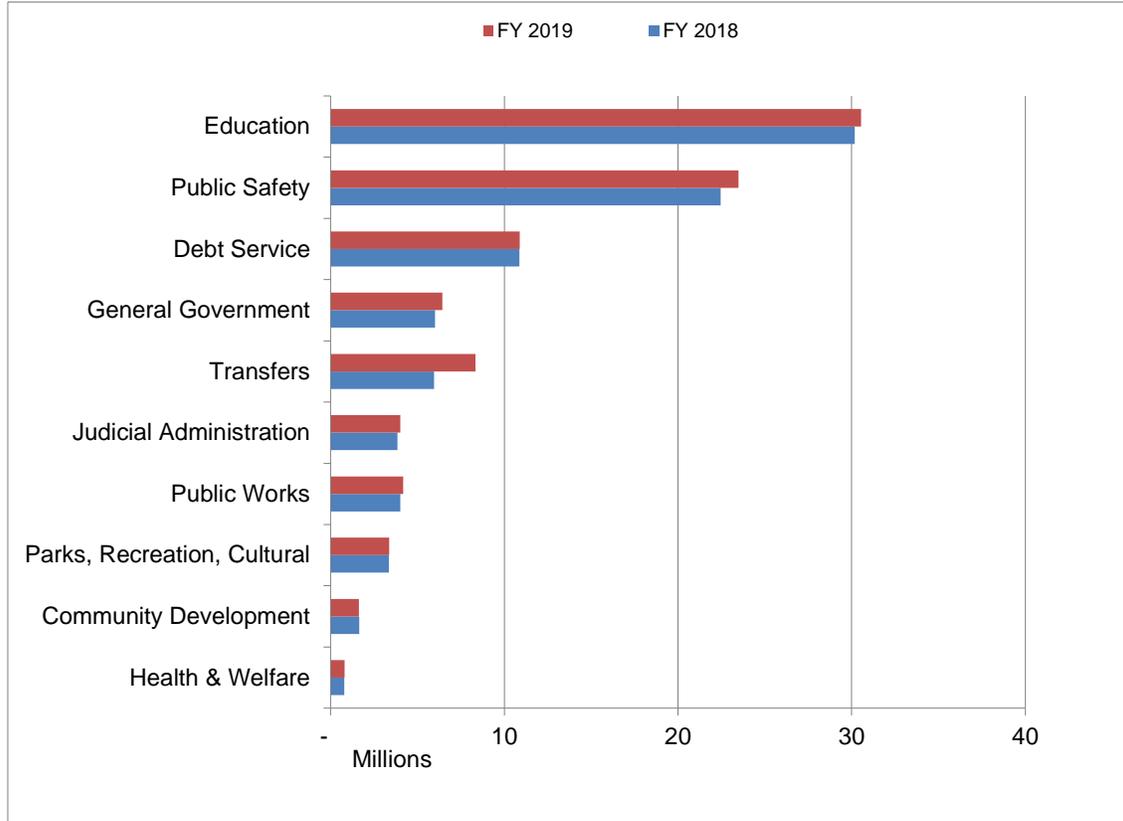
## General Fund Revenues by Source FY19 vs. FY18



## General Fund Local Revenues by Source FY19 vs. FY18



## General Fund Use of Funds FY 2019 vs. FY 2018



## Major Local Revenue – Descriptions and Trend Data

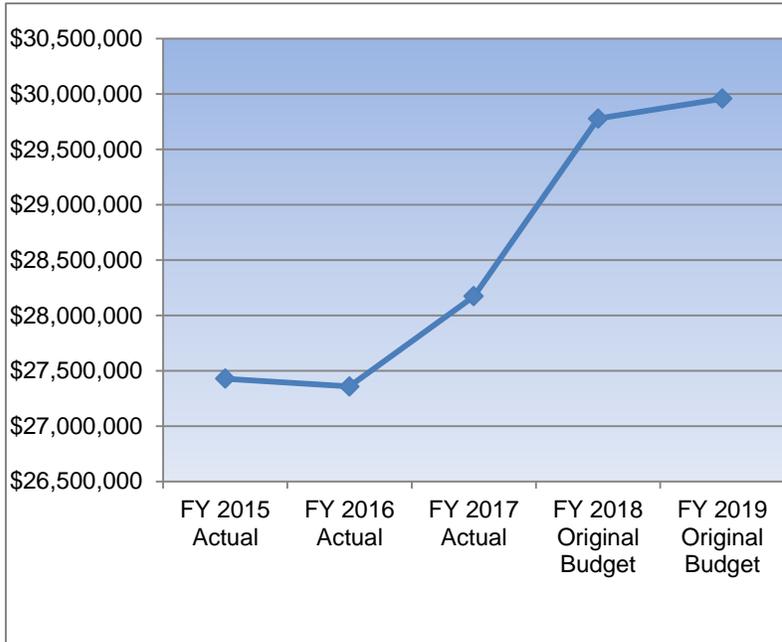
An analysis of changes in the major categories of revenue is as follows:

### A. Local Taxes

Local taxes are the largest category of revenues for the City. Local taxes comprise 80.4% of all FY 2019 General Fund revenues. The local tax category is expected to increase approximately 2.7% or \$2,012,600 compared to the adopted FY 2018 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 – \$179,000

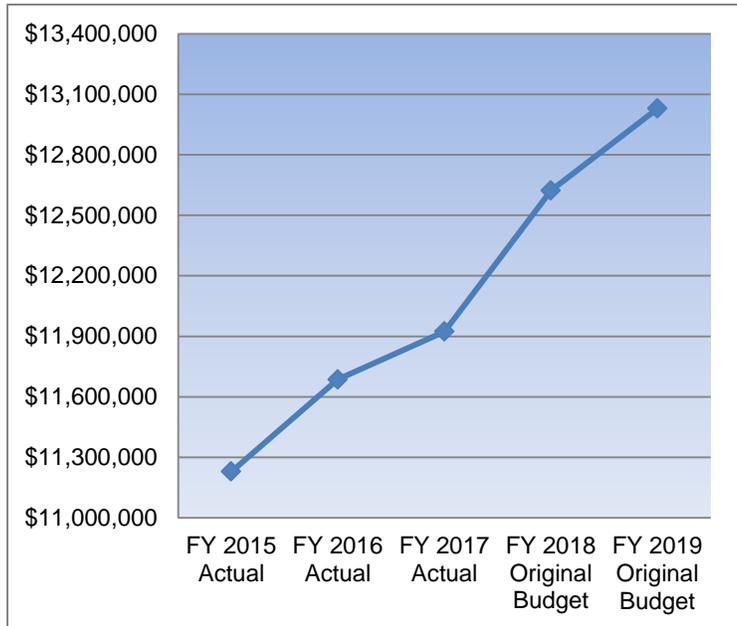


The real estate tax is the single largest source of revenues for the City of Winchester. Real property taxes are expected to increase 0.6% over the FY 2018 adopted revenue budget. Assessments to establish property values occur on a bi-annual calendar year basis. Assessments on new construction are completed 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 2019, the rate at which taxes on real property are assessed is \$0.91 per \$100 of assessed value which is the same as FY 2018.

## 2. Personal Property Tax – \$405,600

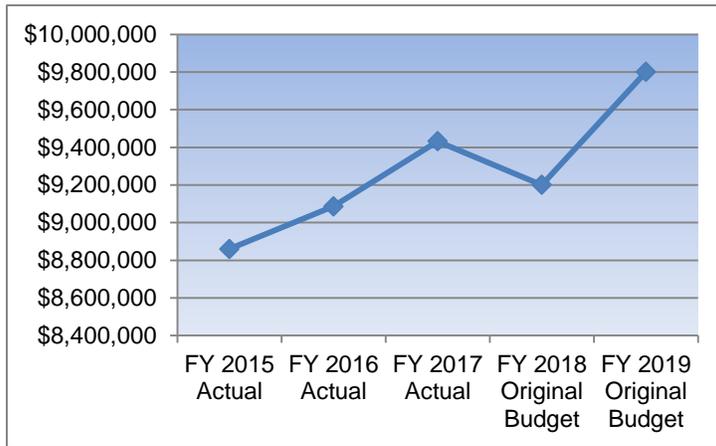
Personal Property taxes are expected to increase 3.2% over the FY 2018 adopted revenue budget. Personal Property taxes are levied on all tangible property owed within the City's limits, including registered vehicles and business furniture and equipment. Mobile Homes are also included in this category for taxation purposes. Rates for business furniture and equipment remain unchanged from last year at \$4.50/\$100 assessed valuation. Rates for all other personal property including vehicles increased effective July 1, 2017 to



\$4.80/\$100 assessed valuation, this new revenue neutral rate eliminates the annual license fee ranging from \$10 to \$36 per year and incorporates into the new rate.

# Budget Overview

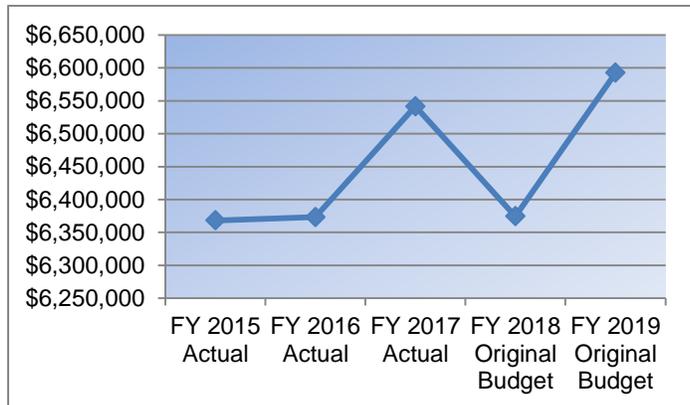
## 3. Sales Tax – \$600,000



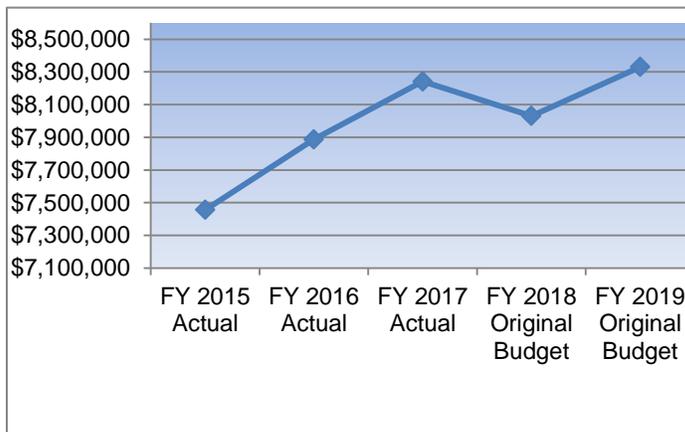
Sales tax is expected to increase 6.5% over the FY 2018 adopted revenue budget. Sales Taxes are revenues received by the City from the 5.3 cent State sales tax generated within the City. Growth in this revenue has been positive the past few years and will continue to be strong as confidence in the economy improves.

## 4. Business and Professional License Tax - \$218,000

The business license tax revenue is expected to increase 3.4% over the FY 2018 adopted revenue budget. The business license revenue increase is a good indicator that the local economy is strong and growing.



## 5. Meals Tax - \$300,000



Meals tax is a consumer-driven source of revenue and another major revenue source for the City of Winchester. The current Meals tax rate is 6.0%. Meals tax revenue is expected to increase 3.7% over the FY 2018 revenue budget.

### **B. Charges for Services/Miscellaneous \$(102,400)**

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 4.1% of the General Fund revenues. The major charges for services categories are discussed as follows:

1. **Permits, Fees, and Licenses – \$9,000** – This category of revenue is comprised mainly of inspection fees and permits related to the construction industry.
2. **Charges for Services – \$(84,900)** – This category of revenue consists of fees for services, such as fire inspection, false alarm, and parks and recreation fees.
3. **Recovered Cost/Miscellaneous – \$(26,500)** – 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 \$310,200**

This revenue category is primarily comprised of State funds designated for specific programs. There is little local discretionary use of these funds, much of which is paid to the City on a reimbursement basis. This category represents only 8.2% of the total General Fund revenue budget. The FY 2019 revenue estimate is projected to increase 4.2% from the FY 2018 adopted budget. The major categories of intergovernmental revenue are discussed as follows:

1. **Non-Categorical Aid – \$37,000** – This category of State taxes is comprised of revenues from personal property tax relief, rental car, recordation, rolling stock taxes, and local aid to the Commonwealth. The largest source of revenue in this category is personal property tax relief. The amount provided by the State is frozen at approximately \$2.6 million annually.
2. **Shared Expenses – \$13,000** – 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 – \$260,200** – 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 2019 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 \$9,042,000. Revenues are mainly comprised of state revenues of \$3,554,608, federal revenues of \$2,725,792 and General Fund support of \$2,761,600.
2. **Highway Maintenance Fund** – Estimated revenues of the Highway Maintenance Fund total \$4,380,000. Revenues are mainly comprised of state revenues of \$3,743,400 and General Fund supplement of \$630,000. The General Fund supplement will fund \$500,000 for paving and \$130,000 for equipment replacement.
3. **Transit Fund** – Estimated revenues of the Transit Fund total \$1,007,000. Revenues are comprised of \$110,000 charges for services, \$206,000 state revenues, \$439,000 federal revenues, and \$252,000 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 \$374,000 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 \$1,230,000 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 \$10,825,000. 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 \$24,805,000. 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 \$885,000. 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 \$1,655,000. 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 2019 Adopted Budget is presented in discrete levels, the broadest of which is represented by the Appropriation Ordinance adopted by City Council. Within the Ordinance, reference is made to the Funds that comprise the overall budget, of which there are three basic types as illustrated in the Operating Funds Structure chart. Including the following:

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

## Budget Overview

- 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

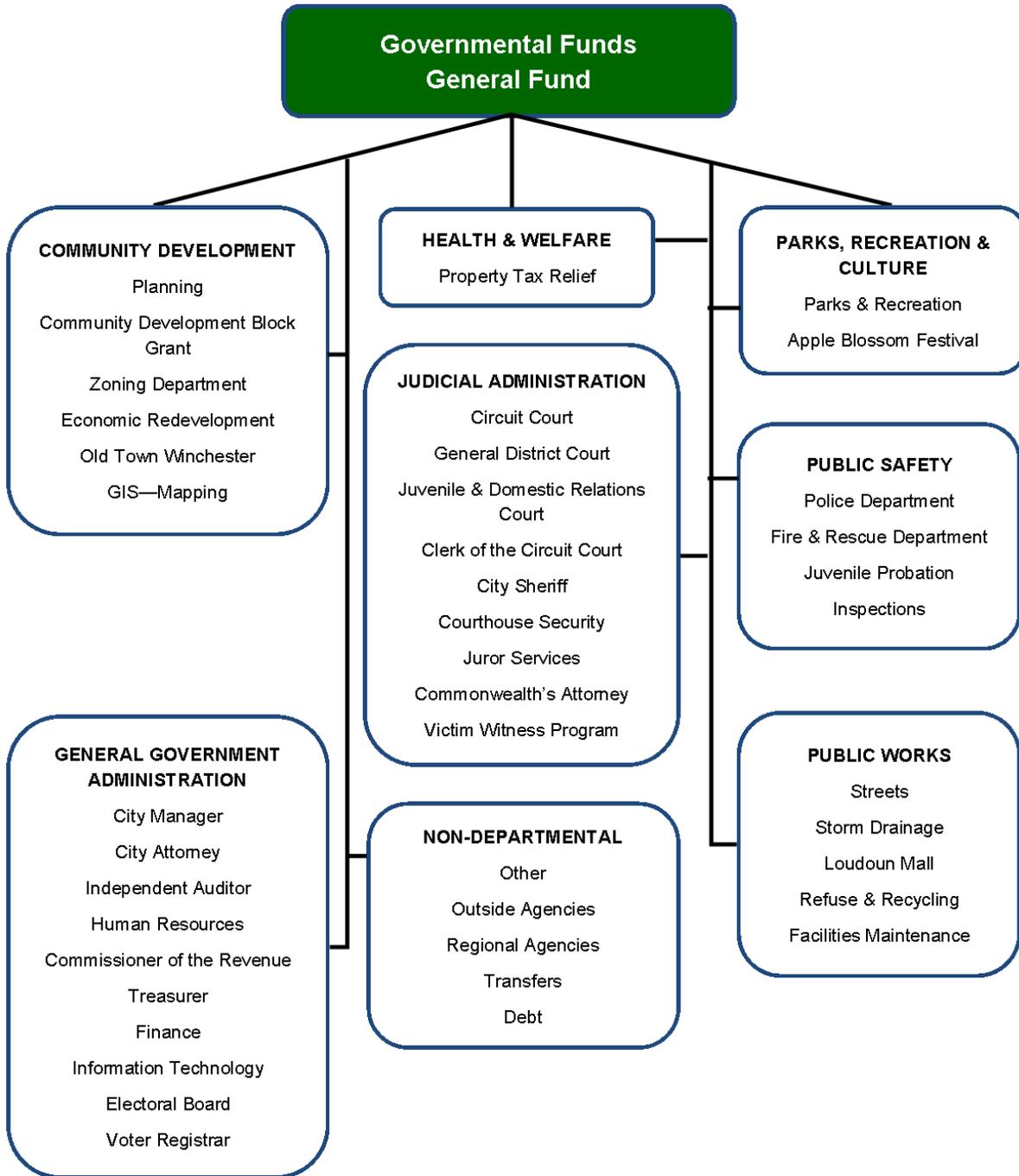
Budget expenditure sections (Departments and Divisions) are organized according to categories prescribed by the Commonwealth of Virginia's Auditor of Public Accounts. Departmental summaries may be found in the Budget Summary section of this document.

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.

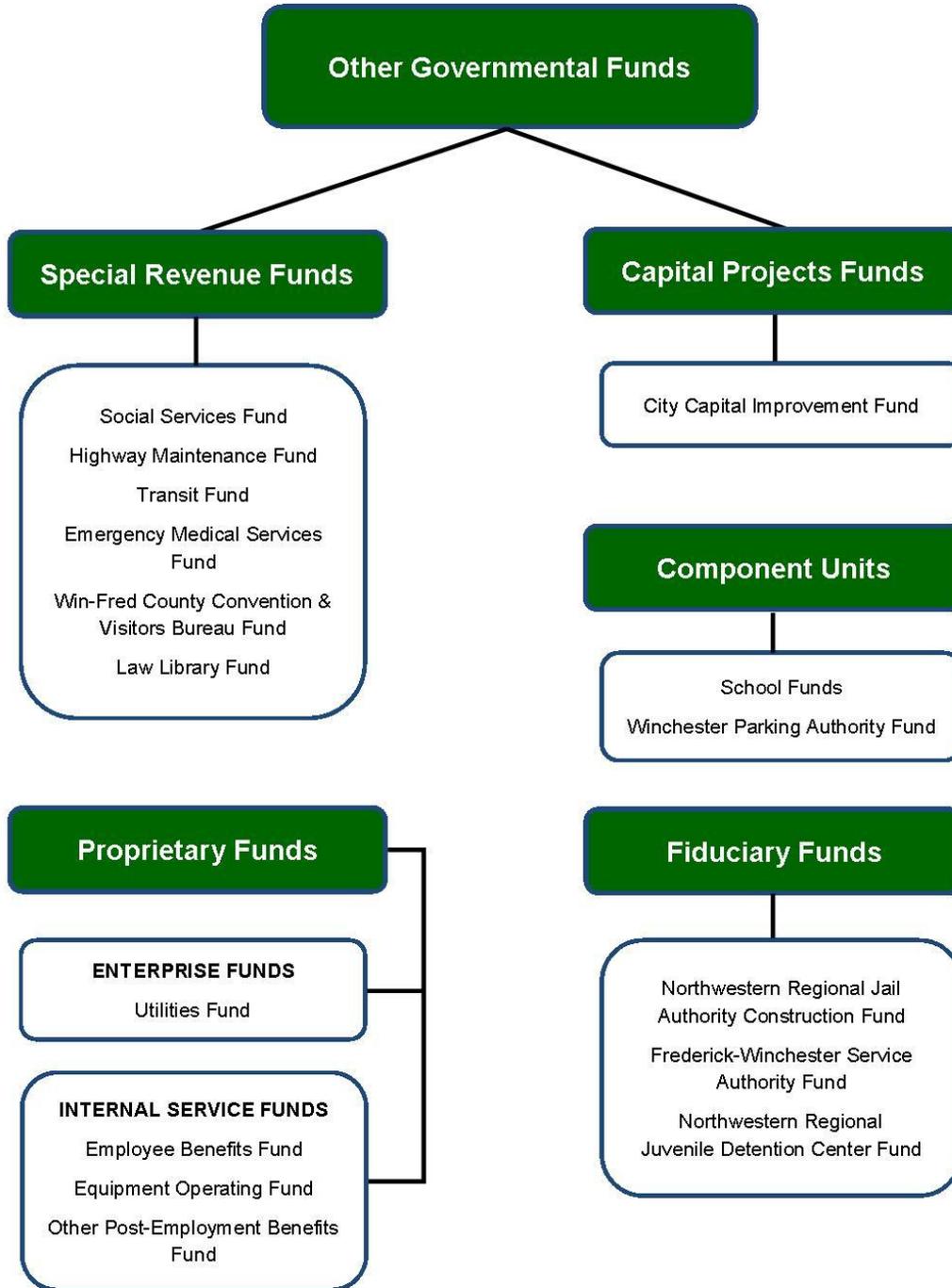
The budgeted expenditures within Division are delineated by Budget Line Items which further break down expenses into specific categories which is necessary to provide the City with the data needed to comply with its many reporting requirements. The City uses a fourteen-digit account number format where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

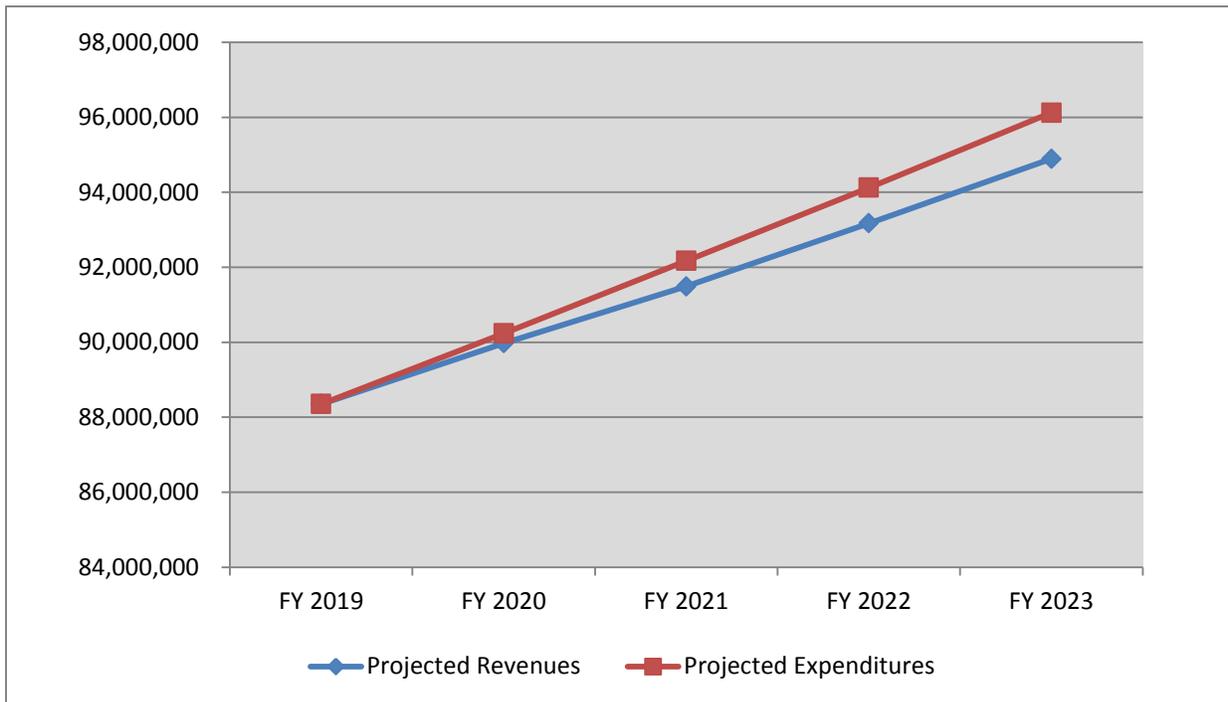
### Long Range Planning

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 2018 from Sales, Meals, Business License, and Personal Property taxes. The City expects to see moderate growth in Real Estate Taxes in FY 2020 due to the January 1, 2019 real estate reassessment. The City expects continued growth of overall values in real property assessments.

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

### Projected Revenues and Expenditures FY 2019 – FY 2023



## Budget Overview

### Major Revenue Sources

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Real Estate Tax	29,958,000	30,856,740	31,782,442	32,735,915	33,717,993
% change	0.6%	2.0%	2.0%	2.0%	2.0%
Personal Property Tax	13,028,900	13,289,478	13,555,268	13,826,373	14,102,900
% change	3.2%	2.0%	2.0%	2.0%	2.0%
Business License Taxes	6,592,500	6,691,388	6,791,758	6,893,635	6,997,039
% change	3.4%	1.5%	1.5%	1.5%	1.5%
Sales Taxes	9,800,000	9,898,000	9,996,980	10,096,950	10,197,919
% change	6.5%	1.0%	1.0%	1.0%	1.0%
Meals Taxes	8,330,500	8,497,110	8,667,052	8,840,393	9,017,201
% change	3.7%	2.0%	2.0%	2.0%	2.0%
Other Revenues	20,643,000	20,741,238	20,696,774	20,781,211	20,858,136
% change	-0.8%	0.5%	-0.2%	0.4%	0.4%
<b>Total Revenues*</b>	<b>88,352,900</b>	<b>89,973,953</b>	<b>91,490,274</b>	<b>93,174,477</b>	<b>94,891,189</b>
% change	2.6%	1.8%	1.7%	1.8%	1.8%

\*Less one-time fund balance usage.

### FY 2019 – 2023 Revenue Projections

These five revenue sources comprise approximately 76.6% of the General Fund's operating budget, not including one-time fund balance usage in FY 2019:

**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%. The next reassessment will be effective January 1, 2019. 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 3.2% increase in FY 2019 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 2019	FY 2020	FY 2021	FY 2022	FY 2023
Local School Contribution	30,489,102	31,098,884	31,720,862	32,355,279	33,002,385
% change	1.2%	2.0%	2.0%	2.0%	2.0%
Employee Salaries & Benefits	26,287,811	26,813,567	27,349,839	27,896,835	28,454,772
% change	4.0%	2.0%	2.0%	2.0%	2.0%
Debt Service	10,884,300	10,993,143	11,103,074	11,214,105	11,326,246
% change	0.2%	1.0%	1.0%	1.0%	1.0%
NWRDC Regional Jail	4,840,879	5,082,923	5,337,069	5,603,923	5,884,119
% change	1.1%	5.0%	5.0%	5.0%	5.0%
Social Services/CSA	2,720,800	2,856,840	2,999,682	3,119,669	3,244,456
% change	14.8%	5.0%	5.0%	4.0%	4.0%
Other Expenditures	13,130,008	13,392,608	13,660,460	13,933,670	14,212,343
% change	3.5%	2.0%	2.0%	2.0%	2.0%
<b>Total Expenditures*</b>	<b>88,352,900</b>	<b>90,237,965</b>	<b>92,170,986</b>	<b>94,123,481</b>	<b>96,124,320</b>
% change	2.6%	2.1%	2.1%	2.1%	2.1%

\*Less one-time fund balance usage.

## FY 2019 – 2023 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.
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

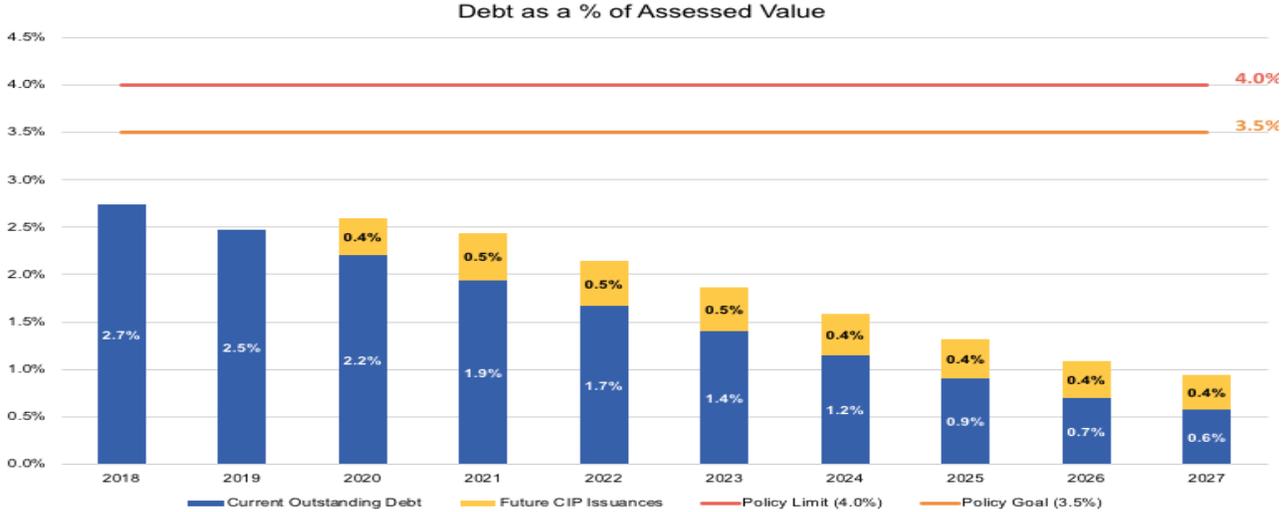
1. The City incorporates all debt service policies into our financial planning model to ensure all payments will be made, and by what funding source.
2. The City will not use long term debt to finance current operations.
3. The City will evaluate all possible ways to incur necessary debt and choose the 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 as a % of Assessed Value



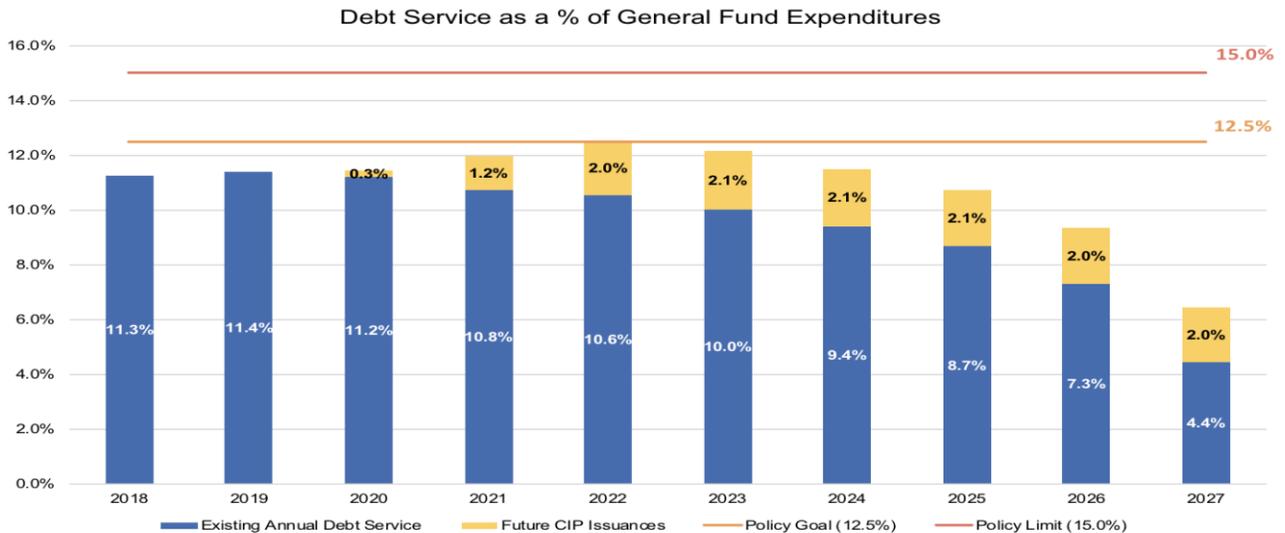
© PFM

Note: Assumes \$4m for City projects and \$8.5 m for School projects in FY20, \$4m for City projects and \$8.5M for School projects in FY21, and \$4m for City projects in FY22. Assumes Assessed Value of \$ 3,097,297,600 for FY 2018 with 1% annual growth in AV thereafter.

### Debt Service as a Percentage of General Fund Expenditures



#### Debt Service as a % of General Fund Expenditures



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Note: Assumes \$4m for City projects and \$8.5 m for School projects in FY20, \$4m for City projects and \$8.5M for School projects in FY21, and \$4m for City projects in FY22. Assumes \$89,100,000 GF Expenditures in FY 2018, \$93,500,000 GF Expenditures in FY 2019, and 1.72% annual growth in GF Expenditures thereafter.

### 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 2019 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 meetings are held to obtain citizen comments, with a formal public hearing held prior to budget adoption.
3. Prior to June 30, the annual budget is legally enacted through passage of an Appropriations Ordinance. The appropriated annual budget is adopted for the General, Special Revenue and Capital Projects Funds of the primary government and School Board Component Unit.
4. The Appropriations Ordinance is adopted at the fund, function and department level and places legal restrictions on expenditures at the departmental level. The appropriation for each department can be revised only by the Common Council. The City Manager is authorized to transfer budgeted amounts within general government departments. The School Board is authorized to transfer budgeted amounts within the School System's departmental categories.
5. Formal budgetary integration is employed as a management control device during the year for the General Fund, Special Revenue Funds and the Capital Projects Funds. The discreetly presented School Board Component Unit is integrated only at the level of legal adoption.
6. All budgets are adopted on a basis substantially consistent with generally accepted accounting principles.
7. Appropriations lapse on June 30 for all City funds. Capital Improvement projects not completed at the fiscal year may be re-appropriated in the following budget year.

## Amending the Budget

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

## CITY OF WINCHESTER BUDGET CALENDAR FOR FISCAL YEAR 2019

Month	City Council	City Administration
October 2017		<b>October 30</b> - Budget Kickoff Meeting - Distribution of instructions and forms
November 2017		<b>All November</b> - Budget development by City Departments <b>November 2-3</b> - NaviLine budget entry training for City Departments as requested
December 2017		<b>All December</b> - Continued budget development by City Departments <b>December 29</b> - Budget development complete by City Departments and budget requests entered into NaviLine
January 2018		<b>All January</b> - Department budget requests reviewed by Finance
February 2018		<b>All February</b> - City Manager reviews budget requests with Department Directors, including CIP, ITP and Equipment Replacement Plans
March 2018	<b>March 27</b> - FY 2019 Budget Options and Tax Rate Ordinance Presentation	<b>All March</b> City Manager and Finance develop draft budget
April 2018	<b>April 10</b> - FY 2019 Budget Options and First Reading of the Real Estate Tax Rate Ordinance <b>April 24</b> - Second Reading, Public Hearing and Adoption of Real Estate Tax Rate Ordinance - FY 2019 City Manager Proposed Budget Presentation	<b>All April</b> - City Manager continues to review and make revisions to budget as necessary <b>April 15</b> - Planning Director submits Five-Year CIP to Planning Commission for recommendation <b>April 16</b> - Real Estate Tax Rate Ad published in the newspaper
May 2018	<b>May 8</b> - First Reading of the FY 2019 Budget Ordinance <b>May 22</b> - Second Reading, Public Hearing and Adoption of FY 2019 Budget	<b>May 1-7</b> - City Manager finalizes FY 2019 budget recommendations <b>May 14</b> - FY 2019 Budget Ad published in newspaper
June 2018		<b>June 25</b> - FY 2019 Adopted Budget available on City Website

## Budget Overview

City-wide staffing changes and authorizations from FY 2017 to FY 2019 are shown in the following table. There were 15 new position requests from staff for the FY 2018 budget, 10 new positions were approved. As was the case in FY 2018, a position may exist but not be funded; one position remains unfunded in FY 2019. Unfunded but authorized positions are listed in the comments column.

FY 2019 Summary of Classified Employee Authorizations and Changes						
Division	Department	FY 2017 Positions Authorized	FY 2018 Positions Authorized	FY 2019 Positions Authorized	Change	Comments
<b>General Fund</b>						
1102	Clerk of Council	0.50	0.50	0.50	None	1 FT shared with 1211
1211	City Manager	3.50	2.50	2.50	None	1 FT shared with 1102
1220	Communications	-	2.00	2.00	None	Requested 1 new position (not approved)
1221	City Attorney	3.00	3.00	3.00	None	1 FT position unfunded
1226	Human Resources	5.00	5.00	5.00	None	
1231	Commissioner of the Revenue	8.00	8.00	8.00	None	
1241	Treasurer	6.00	6.00	6.00	None	
1243	Finance	6.00	6.00	6.00	None	
1251	Innovation & Information Services	8.00	9.00	9.00	None	Requested 1 new position (not approved)
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	2.00	2.00	2.00	None	
2211	Commonwealth Attorney	15.00	15.00	15.00	None	
2223	Victim Witness	2.00	2.00	2.00	None	
3111	Police	87.00	87.00	87.00	None	Requested 1 new position (not approved)
3211	Fire & Rescue	62.00	62.00	62.00	None	Requested 2 new positions (not approved)
3421	Inspections	7.50	7.50	7.50	None	1 FT shared with 8111
3521	Animal Control	2.00	-	-	None	Eliminated department
3551	Emergency Management	2.00	2.00	2.00	None	
3572	ECC	15.00	15.00	15.00	None	Requested 1 new position (not approved)
4121	Streets	1.00	1.00	1.00	None	

# Budget Overview

## FY 2019 Summary of Classified Employee Authorizations and Changes

Division	Department	FY 2017 Positions Authorized	FY 2018 Positions Authorized	FY 2019 Positions Authorized	Change	Comments
4131	Storm Drainage	1.00	1.00	1.00	None	
4135	Loudoun Mall	1.00	1.00	0.00	Moved 1 FT to 4324	
4231	Refuse	18.00	18.00	18.00	None	
4322	JJC	3.00	3.00	3.00	None	
4324	Facilities Maint	12.00	12.00	16.00	Added 4 FT positions	Requested 3 new positions; moved one FT position from 4135
7111	P&R Supervision	5.00	5.00	3.00	Moved 1 FT to 7115 and f FT to 7125	
7115	Special Events	0.00	0.00	1.00	Moved from 7111	
7121	P&R Maintenance	11.00	11.00	9.00	Moved 2 FT to 7135	Requested 1 new position (not approved)
7125	Community Rec	0.0	0.00	1.0	Moved from 7111	
7133	P&R Indoor Pool	2.00	2.00	2.00	None	
7135	War Memorial	0.00	0.00	2.00	Moved from 7121	
7137	Child Care	3.00	3.00	3.00	None	Requested 1 new position (not approved)
7138	P&R Athletics	2.00	2.00	2.00	None	
8111	Planning	3.00	3.00	3.00	None	1 FT shared with 3421 and 8141
8141	Zoning	2.50	2.50	2.50	None	1 FT shared with 8111
8151	Development Services	3.00	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	
<b>Total General Fund</b>		<b>331.00</b>	<b>331.00</b>	<b>334.00</b>		
<b>Social Services</b>						
5311	Welfare Administration	43.00	47.00	48.00	Added 1 FT position	2 FT added mid-year FY18
5327	Housing Assistance	2.00	2.00	2.00	None	
<b>Total Social Services</b>		<b>45.00</b>	<b>49.00</b>	<b>50.00</b>		
<b>Highway Maintenance</b>						
4111	Administration	3.00	3.00	3.00	None	
4121	Streets	13.00	13.00	13.00	None	
4133	Snow & Ice	1.00	1.00	1.00	None	
4142	Traffic	5.00	5.00	6.00	Added 1 FT position	
4151	Arborist	2.00	2.00	2.00	None	
<b>Total Highway Maintenance</b>		<b>24.00</b>	<b>24.00</b>	<b>25.00</b>		

# Budget Overview

FY 2019 Summary of Classified Employee Authorizations and Changes						
Division	Department	FY 2017 Positions Authorized	FY 2018 Positions Authorized	FY 2019 Positions Authorized	Change	Comments
<b>Transit Fund</b>						
4611	Fixed Route	9.00	9.00	9.00	None	
4612	Paratransit	3.00	3.00	3.00	None	
<b>Total Transit</b>		<b>12.00</b>	<b>12.00</b>	<b>12.00</b>		
<b>Emergency Medical Services Fund</b>						
3231	EMS	10.00	11.00	11.00	None	
<b>Total EMS</b>		<b>10.00</b>	<b>11.00</b>	<b>11.00</b>		
<b>Win-Fred CVB Fund</b>						
8153	Tourism	2.00	2.00	2.00	None	
<b>Total WFCVB</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>		
<b>Winchester Parking Authority</b>						
4701	Parking	5.00	5.00	5.00	None	
4706	Parking Control	1.00	1.00	1.00	None	
<b>Total WPA</b>		<b>6.00</b>	<b>6.00</b>	<b>6.00</b>		
<b>Utilities Fund</b>						
4801	Administration	6.00	6.50	6.50		1 FT shared with 4803
4802	Source of Supply	12.00	11.50	11.50		1 FT shared with 4811
4803	Transmission	18.00	18.50	22.50	Added 4 FT positions	1 FT shared with 4801
4805	Mechanical & Electrical	0.00	4.00	4.00	None	
4810	Engineering	5.00	3.00	3.00	None	
<b>Total Utilities</b>		<b>41.00</b>	<b>43.50</b>	<b>47.50</b>		
<b>Equipment Fund</b>						
1252	Automotive	6.00	8.00	9.00	Added 1 FT positions	
<b>Total Equipment Fund</b>		<b>6.00</b>	<b>8.00</b>	<b>9.00</b>		
<b>Frederick-Winchester Service Authority</b>						
4811	FWSA	25.00	27.50	27.50	None	1 FT shared with 4802
4812	FWSA	2.00	2.00	2.00	None	
<b>Total FWSA</b>		<b>27.00</b>	<b>29.50</b>	<b>29.50</b>		
<b>Juvenile Detention Center Fund</b>						
3323	Juvenile Detention	35.00	35.00	35.00	None	
<b>Total JDC</b>		<b>35.00</b>	<b>35.00</b>	<b>35.00</b>		
<b>Total All Funds</b>		<b>539.00</b>	<b>551.00</b>	<b>561.00</b>		

## 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. 2017*	600

\*Includes Part-time employees.

### Physiographic

Land Area – Square Miles	9.3 sq. miles
Paved – Lane Miles	221.0 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 (2017)

Valley Health System
Shenandoah University
Rubbermaid Commercial Prod LLC
O’Sullivan Films, Inc.
Wal-Mart
Trex Company, Inc.

### Taxes

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

CY 2018:	\$0.91
CY 2017:	\$0.91

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

FY 2018 Personal/Business:	\$4.80/\$4.50
FY 2017 One rate:	\$4.50

### City Finances – Bond Rating

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

### Population

2017 (est.)	28,005
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 2018
City of Winchester	3.8%	3.2%
Virginia	3.9%	3.3%
United States	4.5%	4.1%

### 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 28% of the employment followed by Retail Trade with 17.3%, and Government with 10.7%. The following is a listing of major industries and the number of employed in those sectors for the 4th quarter of 2017 in the City of Winchester.

<b>Industry Group</b>	<b>Employees</b>
Health Care and Social Assistance	7,224
Retail Trade	4,446
Government	2,752
Accommodation and Food Services	2,718
Manufacturing	1,508
Educational Services	1,171
Administrative and Support and Waste Management	1,113
Management of Companies and Enterprises	992
Professional, Scientific, and Technical Service	840
Finance and Insurance	636
Other Services (except Public Administration)	583
Wholesale Trade	381
Real Estate and Rental and Leasing	359
Construction	311
Transportation and Warehousing	307
Arts, Entertainment, and Recreation	198
Information	161

*Source: Virginia Employment Commission*

## Budget Overview

### City of Winchester Principal Property Taxpayers

	December 31, 2017		
	Taxable Assessed <u>Value</u>	<u>Rank</u>	Percentage of Total Taxable Assessed <u>Value</u>
Mayflower Apple Blossom LP	\$ 49,411,400	1	1.59%
BRE DDR BR Winchester VA LLC	24,010,600	2	0.77%
Wal-Mart Realty Company	23,541,800	3	0.76%
PDK Winchester LC	20,989,400	4	0.68%
Rubbermaid Commercial Prod Inc	20,389,000	5	0.66%
Canterbury Hill LLC	20,180,700	6	0.65%
DDRM Apple Blossom Corners LLC	18,405,900	7	0.59%
PV Associates LLC	14,688,300	8	0.47%
National Fruit Prod Co Inc	14,589,400	9	0.47%
Lowe's Home Center Inc	12,189,500	10	0.39%
<b>Total</b>	<b><u>\$ 218,396,000</u></b>		<b><u>7.03%</u></b>

## Economic Condition and Outlook

Winchester's economy continues to display stable signs of improvement since the recession. Building from this ongoing growth, unemployment dropped an additional 0.6% over the previous calendar year. During the recession, the number of jobs in the Winchester MSA dropped to its lowest point of 53,100 in 2010. As of today, our metropolitan region has surpassed our pre-recession high and currently stands at 65,168 showing the Winchester region to be maintaining solid growth and interest as a place to invest and create jobs.

Furthermore, employment in the health care and social assistance field has continued to show moderate growth in Winchester. This employment sector, which counts for more than 15.6% of the region's total employment, has displayed continued expansion for consecutive years. The Health Care and Social Assistance sector has a projected average annual growth rate of 1.5% with current employment numbers being at 10,177 for the region. The top three Certificates required in job advertisements for the last 30 days have been for Basic Life Support (BLS), Registered Nurse (RN), and Certification in Cardiopulmonary Resuscitation (CPR).

Additionally, employment in the Accommodation and Food Service industry displayed a slight growth of 1.0% in the Winchester metro area in the last year with 2,670 employees. Employment growth in this sector is in correlation with Winchester's continued focus on tourism and unique restaurant/food attractions in the community.

Winchester's 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



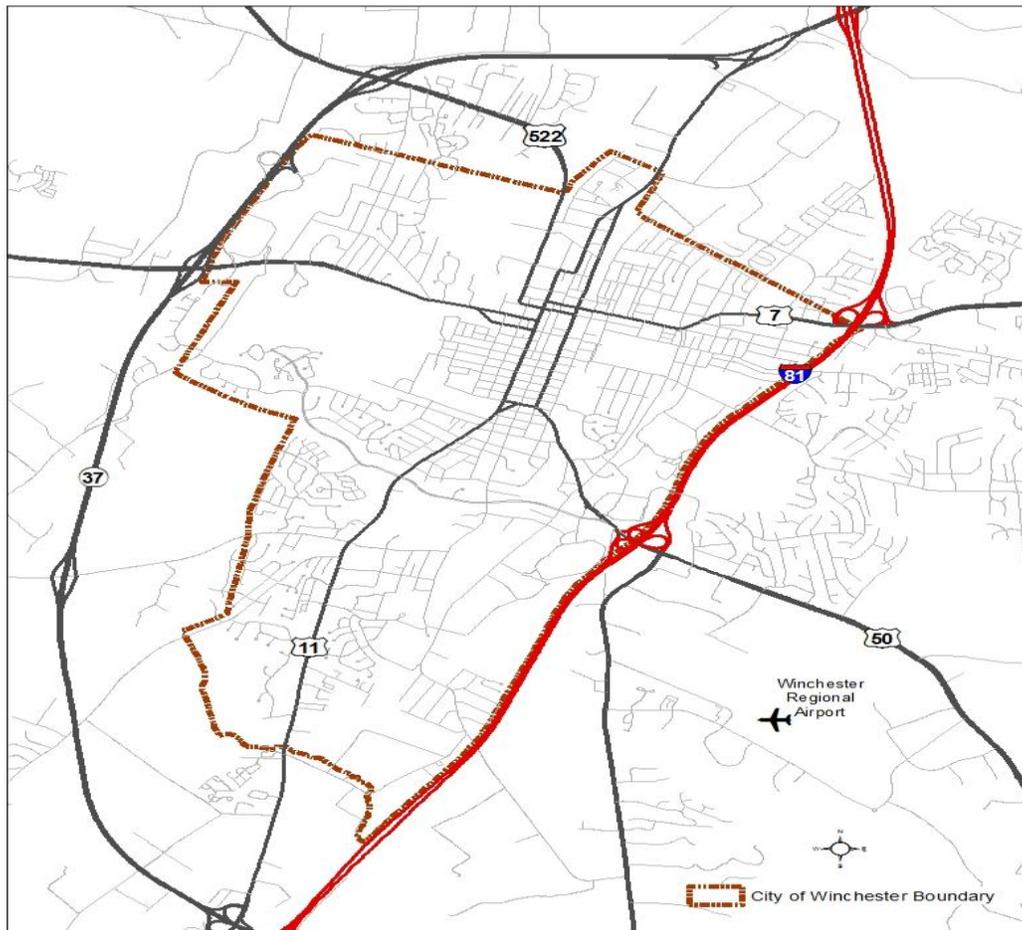
prominence as the professional medical hub of the Northern Shenandoah Valley region. Further, it is an indicator of Winchester's overall environment and provides evidence that the community will continue its economic growth and advancement into the future. The city serves as the economic, cultural, financial, legal, real estate, political/government and social center of the northern Shenandoah Valley.

# Budget Overview

## Local Economy

The City of Winchester is located in the northern tip of Virginia in the Shenandoah Valley. Winchester, founded in 1744, is the oldest city in Virginia west of the Blue Ridge Mountains. The city currently occupies a land area of 9.3 square miles and serves a resident population of approximately 28,005. Winchester's regional labor force participation rate (civilian population 16 years old and over) stands at 62.2% percent of the population, or 13,506 people. Of individuals 25 to 64 years old in Winchester, 32.7% have a bachelor's degree or higher which compares with 31.8% in the nation.

Two major interstate highways, I-81 and I-66, and four major state highways, Routes 50, 7, 11, and 522, provide direct access to eastern markets, including Washington, D.C., 72 miles away, and Baltimore, 97 miles away. The city is the first substantial community encountered upon when traveling west after passing the Blue Ridge Mountains, and is surrounded by Frederick County. As a regional employment and health care center, the city's daytime population increases to approximately 75,000.



## Budget Overview

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

The City's largest employer is Valley Health Systems, which owns and operates the Winchester Medical Center and five smaller primary care hospitals in the region along with other related services such as urgent care clinics, home health services, a childcare facility, and transport services. 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 4,400 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, Dick's Sporting Goods, Planet Fitness and 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 the retail and healthcare industries, another top industry in Winchester is manufacturing, with large and medium-sized companies that include Continental AG, National Fruit Company (White House Foods), Rubbermaid Commercial Products, and Ashworth Brothers, Inc. The companies in Winchester's manufacturing industry provide more than 1,500 jobs for the city.



## Revenue & Expenditure Summary by Fund

	General Fund	Special Revenue Funds	Capital Improvement Fund	Winchester Parking Authority	School Funds
<b>Revenues</b>					
General Property Taxes	42,986,900				
Other Local Taxes	32,301,500				
Permits, privilege fees	365,800				
Fines & forfeitures	105,000			70,000	
Use of money & property	295,000	8,600			93,500
Charges for services	1,380,900	1,283,000		1,160,000	2,618,848
Miscellaneous	946,500	223,500	1,750,000		671,536
Recovered costs	761,000				
Intergovernmental					
Commonwealth	6,472,900	7,504,008	3,100,000		24,861,702
Federal	1,201,400	3,164,792	250,000		4,945,142
Sale of Bonds			1,000,000		
Transfers In	1,400,000	3,753,300	4,085,000		35,264,386
Fund Balance	5,437,100	40,800	640,000		769,000
<b>Total revenues</b>	<b>93,654,000</b>	<b>15,978,000</b>	<b>10,825,000</b>	<b>1,230,000</b>	<b>69,224,114</b>
<b>Expenditures</b>					
General government administration	6,430,446				
Judicial administration	4,008,825	50,000			
Public safety	23,475,203	1,125,000	1,020,000	62,300	
Public works	4,166,700	5,387,000	6,825,000	648,300	
Health & Welfare	804,700	9,042,000			
Education	30,553,322				65,169,944
Parks, recreation, and culture	3,369,320		2,980,000		
Community development	1,622,884	374,000			
Transfers Out	8,338,300				4,054,170
Debt service	10,884,300			519,400	
<b>Total expenditures</b>	<b>93,654,000</b>	<b>15,978,000</b>	<b>10,825,000</b>	<b>1,230,000</b>	<b>69,224,114</b>

## Revenue & Expenditure Summary by Fund

Enterprise Funds	Internal Service Funds	Fiduciary Funds	Total All Funds	Transfers Other Funds	Grand Total Less Transfers
			42,986,900		42,986,900
			32,301,500		32,301,500
			365,800		365,800
			175,000		175,000
6,000	10,000	8,000	421,100		421,100
24,527,000	400,000	8,858,707	40,228,455		40,228,455
2,000			3,593,536		3,593,536
	2,080,000	55,000	2,896,000		2,896,000
			-		-
		815,793	42,754,403		42,754,403
270,000		18,000	9,849,334		9,849,334
22,550,000			23,550,000		23,550,000
			44,502,686	(44,502,686)	-
	450,000	59,500	7,396,400		7,396,400
<b>47,355,000</b>	<b>2,940,000</b>	<b>9,815,000</b>	<b>251,021,114</b>	<b>(44,502,686)</b>	<b>206,518,428</b>
	2,804,000		9,234,446		9,234,446
			4,058,825		4,058,825
		2,948,000	28,630,503		28,630,503
33,861,000		5,647,000	56,535,000		56,535,000
			9,846,700		9,846,700
			95,723,266	(29,276,216)	66,447,050
			6,349,320		6,349,320
			1,996,884		1,996,884
2,698,000	136,000		15,226,470	(15,226,470)	-
10,796,000		1,220,000	23,419,700		23,419,700
<b>47,355,000</b>	<b>2,940,000</b>	<b>9,815,000</b>	<b>251,021,114</b>	<b>(44,502,686)</b>	<b>206,518,428</b>

# Revenues, Expenditures & Changes in Fund Balances

## General Fund

General Fund	Actual FY 2015	Actual FY 2016	Actual FY 2017	Projected FY 2018	Budget FY 2019
<b>Revenues</b>					
General Property Taxes	38,656,808	39,043,098	40,096,166	40,372,300	42,986,900
Other Local Taxes	30,341,151	31,025,257	32,064,070	32,313,500	32,301,500
Permits, privilege fees	409,230	359,045	406,597	360,000	365,800
Fines & forfeitures	135,749	103,149	80,424	125,000	105,000
Revenues from use of money & property	194,755	277,227	198,355	245,000	295,000
Charges for services	1,209,140	1,376,776	1,384,426	1,293,800	1,380,900
Miscellaneous	1,091,084	1,022,005	1,021,672	1,000,000	946,500
Recovered costs	538,841	718,769	711,548	750,000	761,000
Intergovernmental					
Commonwealth	6,121,953	6,124,982	6,161,126	6,180,000	6,472,900
Federal	394,033	589,664	532,676	400,000	1,201,400
Total revenues	79,092,744	80,639,972	82,657,060	83,039,600	86,816,900
<b>Expenditures</b>					
General government administration	5,489,981	5,314,055	5,278,350	5,319,067	6,430,446
Judicial administration	3,255,524	3,577,644	3,646,583	3,760,000	4,008,825
Public safety	19,152,246	20,417,371	20,193,404	20,442,780	23,475,703
Public works	3,625,708	3,532,070	3,635,675	3,913,200	4,166,700
Health & Welfare	859,410	824,478	831,790	777,732	804,700
Education	27,576,745	28,707,234	29,222,718	30,296,887	30,553,322
Parks, recreation, and culture	3,326,141	2,893,206	3,037,578	3,253,900	3,369,320
Community development	1,475,733	1,434,421	2,054,871	1,500,000	1,622,884
Capital Outlay			686,729	700,000	4,585,000
Debt service	10,305,297	10,012,944	10,704,586	10,048,041	10,884,300
Total expenditures	75,066,785	76,713,423	79,292,284	80,011,607	89,800,700
Excess (deficiency) of revenues over (under) expenditures	4,025,959	3,926,549	3,364,776	3,027,993	(2,983,800)
<b>Other Financing Sources (Uses)</b>					
Sale of property	-	11,250	795,000	1,000	-
Insurance recoveries	16,349	139,712	51,170	8,000	-
Proceeds from bond issuance	11,255,180	-	-	16,660,000	-
Proceeds from premium on bond issuance	1,309,592	-	-	2,751,878	-
Issuance of refunding debt	(12,373,771)	-	-	(19,406,607)	-
Transfers in	1,600,000	1,600,000	1,600,000	1,500,000	1,536,000
Transfers out	(5,992,391)	(4,631,504)	(3,851,618)	(3,320,700)	(3,753,300)
Total other financing sources & uses	(4,185,041)	(2,880,542)	(1,405,448)	(1,806,429)	(2,217,300)
Net change in fund balances	(159,082)	1,046,007	1,959,328	1,221,564	(5,301,100)
Beginning fund balance	22,241,458	22,082,376	23,128,383	25,087,711	26,309,275
<b>Ending fund balance</b>	<b>22,082,376</b>	<b>23,128,383</b>	<b>25,087,711</b>	<b>26,309,275</b>	<b>21,008,175</b>
<b>Percent Change</b>	<b>-0.7%</b>	<b>4.7%</b>	<b>8.5%</b>	<b>4.9%</b>	<b>-20.1%</b>

The General Fund is projected to use \$4.5 million of fund balance in FY2019 for capital improvement projects.

The City currently has a healthy fund balance which falls above the fund balance policy limit and has decided to use some of these reserves to meet the City's capital improvement needs. The projected fund balance is 23.4% of projected expenditures staying above the 20% policy limit.

# Revenues, Expenditures & Changes in Fund Balances

## Capital Improvement Fund

Capital Improvement Fund	Actual FY 2015	Actual FY 2016	Actual FY 2017	Projected FY 2018	Budget FY 2019
<b>Revenues</b>					
Revenues from use of money & property	8,328	22,916	68,106	100,000	-
Recovered costs	55,068	968,429	356,983	500,000	-
Intergovernmental					
Frederick County	132,260	48,868	-		
Commonwealth	765,940	2,658,693	524,184	1,000,000	3,100,000
Federal	258,062	889,746	343,456	200,000	250,000
Total revenues	1,219,658	4,588,652	1,292,729	1,800,000	3,350,000
<b>Expenditures</b>					
Judicial administration	-	1,841,084	-	-	-
Public safety	1,176,028	2,830,043	-	-	-
Public works	2,269,563	6,272,822	-	-	-
Health & Welfare	-	-	-	-	-
Parks, recreation, and culture	381,853	1,031,085	-	-	-
Education	-	1,000,000	-	-	-
Community development	797,617	-	-	-	-
Capital Outlay			4,037,473	7,000,000	10,825,000
Bond issuance costs		75,256	55,800		
Total expenditures	4,625,061	13,050,290	4,093,273	7,000,000	10,825,000
Excess (deficiency) of revenues over (under) expenditures	(3,405,403)	(8,461,638)	(2,800,544)	(5,200,000)	(7,475,000)
<b>Other Financing Sources (Uses)</b>					
Proceeds from bond issuance	-	7,075,000	7,400,000	-	-
Proceeds from premium on bond issuance	-	-	-	-	-
Transfers in	2,233,264	1,365,217	353,618	540,000	4,085,000
Transfers out	-	-	-	-	-
Total other financing sources & uses	2,233,264	8,440,217	7,753,618	540,000	4,085,000
Net change in fund balances	(1,172,139)	(21,421)	4,953,074	(4,660,000)	(3,390,000)
Beginning fund balance	4,681,633	3,509,494	3,488,073	8,441,147	3,781,147
<b>Ending fund balance</b>	<b>3,509,494</b>	<b>3,488,073</b>	<b>8,441,147</b>	<b>3,781,147</b>	<b>391,147</b>
<b>Percent Change</b>	<b>-25.0%</b>	<b>-0.6%</b>	<b>142.0%</b>	<b>-55.2%</b>	<b>-89.7%</b>

The City issued bonds in FY 2017 which will be used in FY 2018 and FY 2019 to complete ongoing projects.

# Revenues, Expenditures & Changes in Fund Balances

## Non-Major Governmental Funds

Non-major Governmental Funds	Actual FY 2015	Actual FY 2016	Actual FY 2017	Projected FY 2018	Budget FY 2019
<b>Revenues</b>					
Revenues from use of money & property	9,010	9,207	8,619	8,600	8,600
Charges for services	1,256,131	1,195,731	1,403,588	1,169,800	1,283,000
Miscellaneous	36,176	55,656	104,085	243,000	73,000
Recovered costs	38,801	13,633	-	-	-
Intergovernmental					
Frederick County	100,500	100,500	150,000	100,500	150,500
Commonwealth	6,354,653	6,018,253	6,849,490	6,916,828	7,504,008
Federal	3,011,825	2,981,765	3,560,144	3,198,972	3,164,792
Total revenues	10,807,096	10,374,745	12,075,926	11,637,700	12,183,900
<b>Expenditures</b>					
Judicial administration	33,141	42,015	27,262	50,000	50,000
Public safety	1,134,652	1,161,267	1,258,910	1,125,000	1,125,000
Public works	6,555,121	4,952,840	5,141,065	5,589,000	5,387,000
Health & Welfare	6,662,652	7,147,877	8,132,564	7,930,000	9,042,000
Parks, recreation, and culture	-	-	-	-	-
Community development	256,579	274,087	359,545	393,000	374,000
Capital Outlay	-	-	756,538	-	-
Total expenditures	14,642,145	13,578,086	15,675,884	15,087,000	15,978,000
Excess (deficiency) of revenues over (under) expenditures	(3,835,049)	(3,203,341)	(3,599,958)	(3,449,300)	(3,794,100)
<b>Other Financing Sources (Uses)</b>					
Transfers in	3,759,127	3,266,287	3,498,000	3,415,000	3,753,300
Transfers out	-	-	-	-	-
Total other financing sources & uses	3,759,127	3,266,287	3,498,000	3,415,000	3,753,300
Net change in fund balances	(75,922)	62,946	(101,958)	(34,300)	(40,800)
Beginning fund balance	992,477	916,555	979,501	877,543	843,243
<b>Ending fund balance</b>	<b>916,555</b>	<b>979,501</b>	<b>877,543</b>	<b>843,243</b>	<b>802,443</b>
<b>Percent Change</b>	<b>-7.6%</b>	<b>6.9%</b>	<b>-10.4%</b>	<b>-3.9%</b>	<b>-4.8%</b>

# Revenues, Expenditures & Changes in Fund Balances

## Internal Service Funds

Internal Service Funds	Actual FY 2015	Actual FY 2016	Actual FY 2017	Projected FY 2018	Budget FY 2019
<b>Operating Revenues</b>					
Charges for services	2,369,641	2,355,158	2,315,647	2,262,000	2,930,000
Total operating revenues	2,369,641	2,355,158	2,315,647	2,262,000	2,930,000
<b>Operating Expenses</b>					
Personal services	748,068	1,128,192	998,703	1,050,000	1,198,800
Contractual services	243,559	249,877	396,657	254,400	848,100
Other supplies and expenses	784,977	719,253	714,020	672,100	722,100
Insurance claims and expenses	456,322	434,137	419,427	475,000	474,000
Depreciation	4,892	4,892	4,892	5,000	-
Total operating expenses	2,237,818	2,536,351	2,533,699	2,456,500	3,243,000
Excess (deficiency) of revenues over (under) expenditures	131,823	(181,193)	(218,052)	(194,500)	(313,000)
<b>Nonoperating revenues (expenses)</b>					
Investment earnings	5,755	14,290	4,613	6,000	10,000
Loss on disposal of capital assets	-	-	-	-	-
Total nonoperating revenues (expenses)	5,755	14,290	4,613	6,000	10,000
Income (Loss) before transfers & contributions	137,578	(166,903)	(213,439)	(188,500)	(303,000)
Transfers in	-	-	-	-	-
Change in net assets	137,578	(166,903)	(213,439)	(188,500)	(303,000)
Beginning net assets	2,175,254	2,312,832	2,145,929	1,932,490	1,743,990
<b>Ending net assets</b>	<b>2,312,832</b>	<b>2,145,929</b>	<b>1,932,490</b>	<b>1,743,990</b>	<b>1,440,990</b>
<b>Percent Change</b>	<b>6.3%</b>	<b>-7.2%</b>	<b>-9.9%</b>	<b>-9.8%</b>	<b>-17.4%</b>

The Employee Benefits fund is projected to use \$491,500 of fund balance to fund employee benefits.

# Revenues, Expenditures & Changes in Fund Balances

## Enterprise Funds

Enterprise Funds	Actual FY 2015	Actual FY 2016	Actual FY 2017	Projected FY 2018	Budget FY 2019
<b>Operating Revenues</b>					
Revenues from use of property	4,200	4,039	-	-	-
Charges for services	21,376,551	22,299,822	23,901,564	22,502,000	24,527,000
Miscellaneous	2,858	3,280	9,299	5,000	2,000
Recovered costs	4,305,950	4,505,355	4,992,506	5,000,000	22,820,000
Total operating revenues	25,689,559	26,812,496	28,903,369	27,507,000	47,349,000
<b>Operating Expenses</b>					
Personal services	4,115,944	4,828,549	3,811,993	4,000,000	3,335,700
Contractual services	4,865,207	5,087,880	4,565,497	5,000,000	23,776,400
Other supplies and expenses	4,345,603	4,368,870	4,822,402	4,800,000	6,748,900
Depreciation	4,250,079	4,237,974	5,276,285	5,300,000	-
Total operating expenses	17,576,833	18,523,273	18,476,177	19,100,000	33,861,000
Excess (deficiency) of revenues over (under) expenditures	8,112,726	8,289,223	10,427,192	8,407,000	13,488,000
<b>Nonoperating revenues (expenses)</b>					
Intergovernmental:					
Federal	-	-	269,203	265,000	-
Investment earnings	1,833	7,565	4,443	6,500	6,000
Interest and fiscal charges	(3,894,036)	(3,627,830)	(4,522,933)	(4,700,000)	(10,796,000)
Loss on disposal of capital assets	-	-	(32,868)	-	-
Total nonoperating revenues (expenses)	(3,892,203)	(3,620,265)	(4,282,155)	(4,428,500)	(10,790,000)
Income (Loss) before transfers & contributions	4,220,523	4,668,958	6,145,037	3,978,500	2,698,000
<b>Capital contributions</b>	1,237,760	252,812	321,400	500,000	-
<b>Transfers out</b>	(1,600,000)	(1,600,000)	(1,600,000)	(1,500,000)	(1,500,000)
Change in net assets	3,858,283	3,321,770	4,866,437	2,978,500	1,198,000
Beginning net assets	51,889,271	55,747,554	59,069,324	63,935,761	66,914,261
Ending net assets	<b>55,747,554</b>	<b>59,069,324</b>	<b>63,935,761</b>	<b>66,914,261</b>	<b>68,112,261</b>
<b>Percent Change</b>	7.4%	6.0%	8.2%	4.7%	1.8%

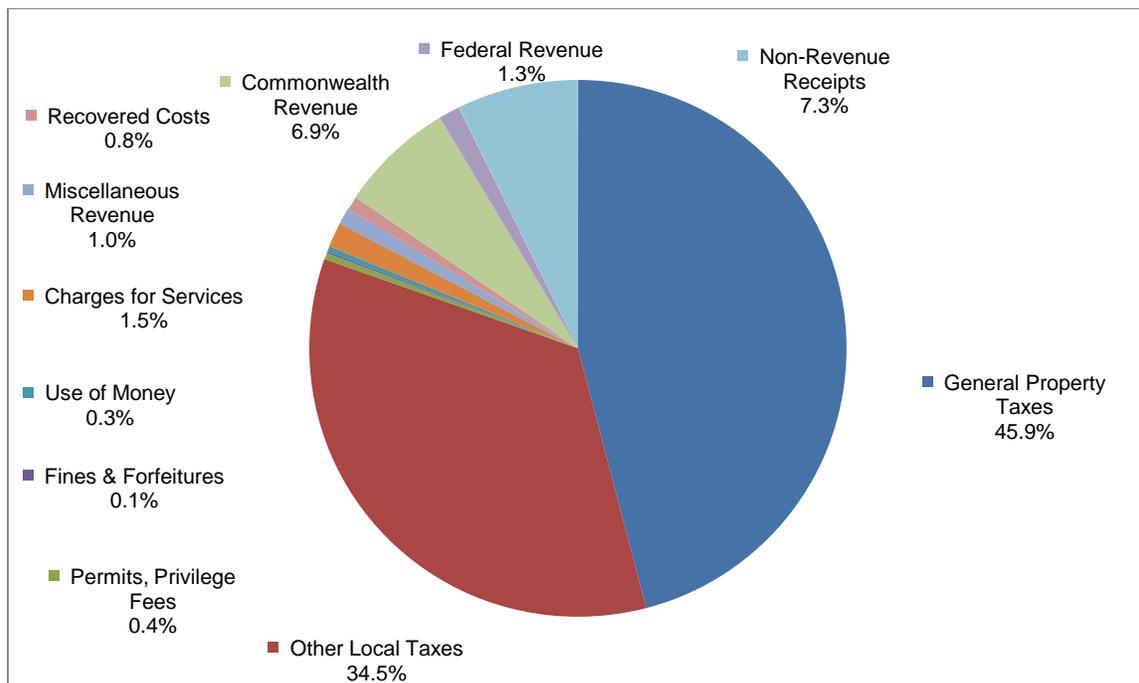
## General Fund

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 2016	FY 2017	FY 2018	FY 2019	FY 2019
	ACTUAL	ACTUAL	ORIGINAL BUDGET	ADOPTED BUDGET	BUDGET Inc/(Dec)
General Property Taxes	39,043,099	40,096,166	42,402,300	42,986,900	584,600
Other Local Taxes	31,025,256	32,064,071	30,873,500	32,301,500	1,428,000
Permits, Privilege Fees	359,044	406,598	356,800	365,800	9,000
Fines & Forfeitures	103,149	80,424	95,000	105,000	10,000
Use of Money	277,227	198,355	275,000	295,000	20,000
Charges for Services	1,376,775	1,384,425	1,465,800	1,380,900	(84,900)
Miscellaneous Revenue	1,022,005	1,021,671	1,013,000	946,500	(66,500)
Recovered Costs	718,244	710,650	751,000	761,000	10,000
Commonwealth Revenue	6,124,983	6,161,125	6,357,100	6,472,900	115,800
Federal Revenue	589,665	532,676	1,007,000	1,201,400	194,400
Non-Revenue Receipts	1,801,487	2,497,068	4,503,500	6,837,100	2,333,600
<b>General Fund Revenue</b>	<b>82,440,934</b>	<b>85,153,229</b>	<b>89,100,000</b>	<b>93,654,000</b>	<b>4,554,000</b>

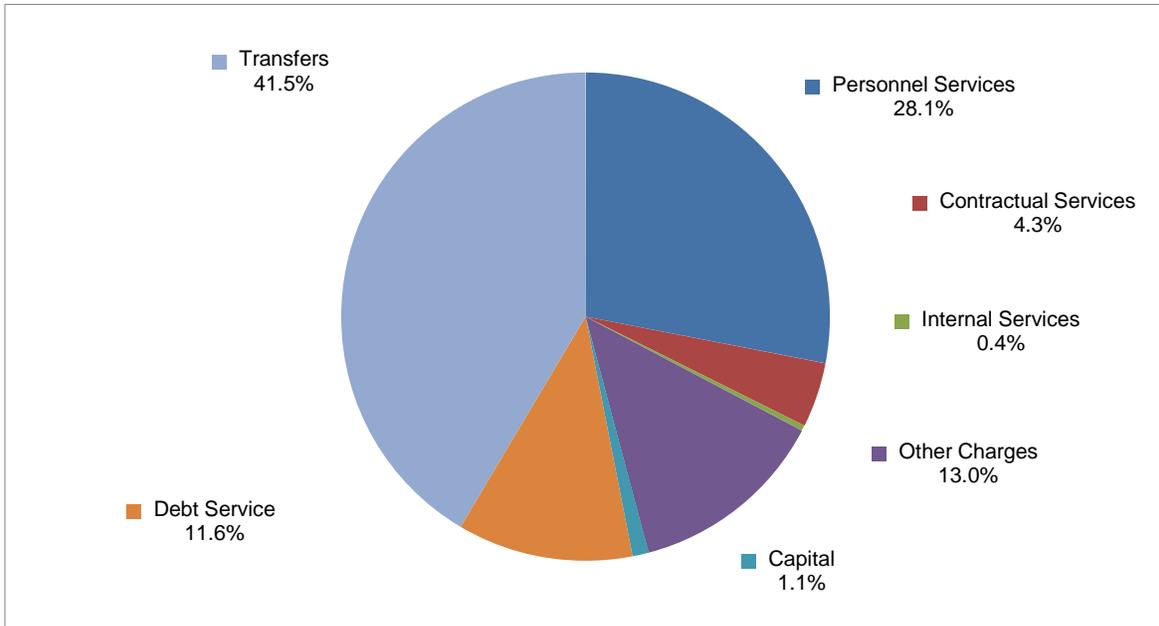
### FY 2019 General Fund Revenues by Category



# General Fund

## Expenditure Summary:

### FY 2019 General Fund Expenditures by Category



## Staffing Summary:

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
General Government	43.0	42.0	44.0	44.0	0
Judicial Administration	41.0	43.0	43.0	43.0	0
Public Safety	175.5	175.5	173.5	173.5	0
Public Works	35.5	36.0	36.0	39.0	3.0
Parks, Rec & Culture	24.0	23.0	23.0	23.0	0
Community Development	9.5	11.5	11.5	11.5	0
<b>Total</b>	<b>328.5</b>	<b>331.0</b>	<b>331.0</b>	<b>334.0</b>	<b>3.0</b>

# General Fund Revenue Detail

## Revenue Detail:

Account Description	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Real Estate - Current	25,509,632	26,150,509	27,824,000	27,824,000	-
Real Estate - Delinquent	899,421	1,060,710	1,000,000	1,000,000	-
Delinquent-Primary/Secondary	7,244	7,138	6,000	7,000	1,000
Primary District	72,987	73,898	71,000	74,000	3,000
Secondary District	82,585	82,934	83,000	83,000	-
Real Estate Penalties	88,118	99,537	95,000	100,000	5,000
Real Estate Interest	69,924	77,027	75,000	75,000	-
Public Service - Real Estate	627,343	621,233	625,000	795,000	170,000
Public Service - Personal Property	1,155	917	1,400	2,000	600
Personal Property - Current	9,090,016	9,285,852	9,920,000	10,300,000	380,000
Personal Property - Delinquent	646,080	528,054	600,000	600,000	-
Mobile Home Taxes	1,678	1,896	1,900	1,900	-
Machinery & Tools	1,710,201	1,887,991	1,900,000	1,900,000	-
Personal Property Penalties	154,709	153,730	140,000	155,000	15,000
Personal Properties Interest	82,006	64,740	60,000	70,000	10,000
<b>GENERAL PROPERTY TAXES</b>	<b>39,043,099</b>	<b>40,096,166</b>	<b>42,402,300</b>	<b>42,986,900</b>	<b>584,600</b>
State Sales Taxes	9,086,187	9,431,564	9,200,000	9,800,000	600,000
Communication Taxes	2,070,870	2,020,045	2,150,000	2,150,000	-
Electric Utility	1,334,015	1,343,429	1,350,000	1,350,000	-
Gas Utility	506,339	493,016	550,000	500,000	(50,000)
Electric Consumption	129,626	131,606	135,000	135,000	-
Gas Consumption	19,799	18,749	20,000	20,000	-
Business License - Contracting	315,081	340,353	325,000	325,000	-
Business License - Retail	2,228,367	2,211,708	2,200,000	2,200,000	-
Business License - Professional	2,559,540	2,686,190	2,600,000	2,800,000	200,000
Business License - Repair & Personal	921,770	963,555	900,000	950,000	50,000
Business License - Wholesale	201,851	200,207	200,000	200,000	-
Business License - Other	2,568	2,886	2,500	2,500	-
Business License - Penalties	36,155	64,137	40,000	40,000	-
Business License - Interest	-	363	-	-	-
Telephone	108,076	72,177	107,000	75,000	(32,000)
Electrical	232,520	229,733	250,000	250,000	-
Telephone ROW	136,590	130,421	120,000	130,000	10,000
Gas Franchise Fee	48,750	48,750	50,000	130,000	80,000
Motor Vehicles Licenses	589,687	605,740	-	-	-
Motor Vehicle License Penalties	44,229	44,959	-	-	-
Bank Franchise	537,205	610,972	550,000	770,000	220,000
Recordation	284,282	369,216	325,000	325,000	-
Will Probate	7,015	12,586	8,000	8,000	-
Cigarettes	639,914	671,289	665,000	665,000	-
Admissions	142,806	136,473	140,000	140,000	-
Penalties & Interest	483	303	500	500	-

# General Fund Revenue Detail

## *Revenue Detail – continued:*

Account Description	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Motel	944,991	974,564	950,000	1,000,000	50,000
Penalties & Interest	1,076	40	1,000	1,000	-
Meals	7,857,718	8,207,523	8,000,000	8,300,000	300,000
Meals Penalties	29,798	34,174	30,000	30,000	-
Meals Interest	453	280	500	500	-
Short Term	7,199	6,692	4,000	4,000	-
Penalties & Interest	296	7	-	-	-
<b>OTHER LOCAL TAXES</b>	<b>31,025,256</b>	<b>32,064,071</b>	<b>30,873,500</b>	<b>32,301,500</b>	<b>1,428,000</b>
Dog	13,422	13,540	12,500	12,500	-
On Street Parking	210	105	200	200	-
Transfer Fees	652	714	1,000	1,000	-
Erosion, Sediment Control	6,437	4,314	5,000	5,000	-
Storm water Management Permit	15,876	2,916	15,000	15,000	-
Weapons	7,315	9,277	7,500	7,500	-
RE Tax Application Fee	-	350	-	-	-
RE Public Hearing Fee	160	180	-	-	-
Hazardous Use	2,200	1,800	1,000	1,000	-
Taxi	1,303	2,700	2,000	2,000	-
Landfill Recycling	-	39,692	-	-	-
Street Permits	3,135	3,060	3,000	3,000	-
Building Permits - Building	103,953	138,293	100,000	100,000	-
Building Permits - Electrical	587	595	600	600	-
Building Permits - Plumbing	38,415	23,416	30,000	30,000	-
Building Permits - Mechanical	31,816	38,827	35,000	35,000	-
Elevator	3,700	4,060	4,000	4,000	-
Occupancy	600	100	500	500	-
Fire Protection	9,571	8,508	10,000	10,000	-
Gas	234	376	500	500	-
Building Permits - Signs	4,880	6,590	5,000	5,000	-
Land Use Application Fees	47,278	46,025	50,000	50,000	-
Planning Advertising Fees	700	625	1,000	1,000	-
Re-zoning & Subdivision Permit	15,000	9,300	15,000	15,000	-
Signs, Permits & Inspections	7,450	5,900	7,500	7,500	-
Architectural Review	600	600	500	500	-
Board of Zoning Appeals	5,300	4,400	5,000	5,000	-
Miscellaneous Fees	5,500	4,050	5,000	5,000	-
Civil Penalties	6,450	14,676	6,500	15,500	9,000
Rental Housing/Inspections	15,230	11,795	20,000	20,000	-
Rental Housing/Penalties	7,365	2,975	8,500	8,500	-
Rental Housing/Misc Fees	3,705	6,839	5,000	5,000	-
<b>PERMITS, PRIVILEGE FEES</b>	<b>359,044</b>	<b>406,598</b>	<b>356,800</b>	<b>365,800</b>	<b>9,000</b>

# General Fund Revenue Detail

## *Revenue Detail – continued:*

Account Description	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Courts	98,048	74,812	90,000	100,000	10,000
Interest	5,101	5,612	5,000	5,000	-
<b>FINES AND FORFEITURES</b>	<b>103,149</b>	<b>80,424</b>	<b>95,000</b>	<b>105,000</b>	<b>10,000</b>
Interest Earnings	119,316	23,505	120,000	120,000	-
Rental Rec Prop/Facility	157,911	174,850	155,000	175,000	20,000
<b>REVENUE-USE OF MONEY</b>	<b>277,227</b>	<b>198,355</b>	<b>275,000</b>	<b>295,000</b>	<b>20,000</b>
Sheriff Fees	2,950	2,949	3,000	3,000	-
Case Assessment	25,179	18,736	30,000	30,000	-
Courthouse Security Fees	42,344	34,627	45,000	45,000	-
Miscellaneous Fees	12,372	7,897	7,000	7,000	-
Courthouse Compliance Fee	31,078	25,773	35,000	35,000	-
Electronic Summons Fee	18,227	15,446	15,000	15,000	-
Commonwealth Attorney	8,205	6,221	6,000	6,000	-
Hazmat	10,764	13,791	10,000	15,000	5,000
LEPC Funds	7,977	-	7,000	7,000	-
False Alarm Fees	14,800	20,600	15,000	15,000	-
Animal Impounding Fees	958	1,636	2,000	2,000	-
Misc Police Fees	4,542	4,194	5,000	5,000	-
Police OT Reimbursement	14,161	14,517	15,000	15,000	-
Gas Inspection	77,508	78,429	77,500	-	(77,500)
Sanitation Fee	527,766	532,997	600,000	550,000	(50,000)
Waste Collection/Disposal Fees	3,611	4,835	4,000	4,000	-
Sale of Recycle Materials	21,377	31,487	20,000	20,000	-
Recreation Activities	32,988	19,481	22,000	26,000	4,000
Indoor Pool Fees	67,261	77,682	78,000	78,000	-
Outdoor Pool Fees	73,359	84,107	76,000	85,000	9,000
Admissions & Memberships	88,887	84,133	99,000	99,000	-
Athletic Fees	54,937	41,190	70,000	55,000	(15,000)
Childcare Fees	202,520	228,750	189,000	228,600	39,600
Concession Sales	7,249	870	2,000	2,000	-
Parks Capital Replacement Fees	24,962	32,756	19,300	19,300	-
Special Events	793	1,321	14,000	14,000	-
<b>CHARGES FOR SERVICES</b>	<b>1,376,775</b>	<b>1,384,425</b>	<b>1,465,800</b>	<b>1,380,900</b>	<b>(84,900)</b>
Payments in Lieu of Taxes	785,925	785,925	785,000	715,000	(70,000)
Special Events	120,989	132,888	132,500	136,000	3,500
Old Town Winchester Misc	-	2,120	4,000	4,000	-
Old Town Public Restroom	4,095	4,110	5,000	5,000	-
Bad Checks	576	600	500	500	-
Admin & Collection Fees	83,296	50,681	60,000	60,000	-

# General Fund Revenue Detail

## *Revenue Detail – continued:*

Account Description	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Sales of Supplies	540	307	-	-	-
Sale of Surplus Property	15,106	12,211	15,000	15,000	-
Sale of Copies & Documents	8,762	3,928	5,000	5,000	-
Donations - Fire Dept.	-	950	-	-	-
Parks & Recreation	2,482	27,675	-	-	-
Commonwealth Attorney	-	-	6,000	6,000	-
Miscellaneous Revenue	234	276	-	-	-
<b>MISCELLANEOUS REVENUE</b>	<b>1,022,005</b>	<b>1,021,671</b>	<b>1,013,000</b>	<b>946,500</b>	<b>(66,500)</b>
Miscellaneous	1,762	6,118	-	-	-
Rebates	3,759	8,499	5,000	5,000	-
External Recoveries	9,996	600	-	-	-
Social Services	67,621	73,854	65,000	75,000	10,000
Circuit Court	79,915	79,379	80,000	80,000	-
JJC Building	384,278	441,825	470,000	470,000	-
Landfill-Recycling	38,260	-	40,000	40,000	-
Police Department	9,460	7,913	-	-	-
Parks & Recreation	1,169	1,832	-	-	-
Data Processing	40,000	40,000	40,000	40,000	-
Frederick County - JDR Lease	80,223	50,630	51,000	51,000	-
VML - Safety Grant	1,801	-	-	-	-
<b>RECOVERED COSTS</b>	<b>718,244</b>	<b>710,650</b>	<b>751,000</b>	<b>761,000</b>	<b>10,000</b>
<b>REVENUE LOCAL SOURCES</b>	<b>73,924,799</b>	<b>75,962,360</b>	<b>77,232,400</b>	<b>79,142,600</b>	<b>1,910,200</b>
Mobile Home Titling Taxes	-	300	-	-	-
Tax on Deeds	98,306	116,056	100,000	100,000	-
Railroad Rolling Stock Tax	8,077	6,057	8,000	8,000	-
Grantor's Tax	75,515	94,403	96,000	96,000	-
Rental Car Tax	232,222	271,302	238,000	275,000	37,000
Personal Property Tax	2,622,084	2,622,084	2,622,100	2,622,100	-
Reimbursement	-	-	-	-	-
<b>NON-CATEGORICAL AID</b>	<b>3,036,204</b>	<b>3,110,202</b>	<b>3,064,100</b>	<b>3,101,100</b>	<b>37,000</b>
Commonwealth's Attorney	723,186	739,210	757,900	757,900	-
Sheriff	341,225	339,715	350,000	350,000	-
Sheriff Mileage	15,460	26,585	18,000	18,000	-
Commissioner of Revenue	104,165	104,159	106,600	106,600	-
Treasurer	95,493	94,965	97,700	97,700	-
Registrar/Electoral Board	47,057	41,896	45,000	45,000	-
Clerk of Circuit Court	359,397	346,330	362,800	362,800	-
Jury Reimbursement	9,240	7,410	5,000	5,000	-
Shared - Victim Witness	25,761	38,901	26,000	39,000	13,000
Shared - Witness Fees	177	692	-	-	-
<b>SHARED EXPENSES</b>	<b>1,721,161</b>	<b>1,739,863</b>	<b>1,769,000</b>	<b>1,782,000</b>	<b>13,000</b>

# General Fund Revenue Detail

## *Revenue Detail – continued:*

Account Description	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Litter Control	6,751	6,503	7,000	7,000	-
Juv & Domestic Relations	13,692	12,164	14,000	14,000	-
Fire Program Funds	83,048	85,032	83,000	83,000	-
Four for Life Grant	25,470	-	25,500	25,500	-
HazMat Funding	15,000	15,000	15,000	15,000	-
Police 599 Funds	812,804	838,976	841,000	841,000	-
Jail	25,401	19,039	25,000	25,000	-
Health Department	252,894	254,451	250,000	250,000	-
General District Court	8,446	8,015	8,500	8,500	-
Asset Forfeiture Police	14,602	7,215	-	-	-
Asset Forfeiture Comm Attorney	5,454	395	-	-	-
Virginia Main Street Program	-	5,000	-	-	-
Fire Program Funds Grant	-	700	-	25,000	25,000
Wireless E911 Services Board	55,758	58,570	205,000	267,800	62,800
Rescue Squad Assistance Fund	46,035	-	50,000	28,000	(22,000)
Public Assistance Grant	2,263	-	-	-	-
<b>STATE CATEGORICAL FUNDS</b>	<b>1,367,618</b>	<b>1,311,060</b>	<b>1,524,000</b>	<b>1,589,800</b>	<b>65,800</b>
<b>REVENUE FROM STATE</b>	<b>6,124,983</b>	<b>6,161,125</b>	<b>6,357,100</b>	<b>6,472,900</b>	<b>115,800</b>
Emergency Service Grants	8,905	8,905	8,900	8,900	-
Asset Forfeiture Funds	128,027	-	-	-	-
Assistance to Firefighters Grant	11,600	-	297,000	617,500	320,500
Commission for the Arts Grant	5,000	5,000	5,000	4,500	(500)
Child/Adult Care Food	4,058	5,385	4,000	4,000	-
Juvenile Justice	1,709	169	-	-	-
Police - DCJS	-	16,948	-	-	-
Justice Assistance Grants	-	88,358	94,500	94,500	-
CDBG Grant	220,108	198,451	220,000	220,000	-
Ballistic Vest Program	1,469	13,278	18,000	5,000	(13,000)
Dept. of Historic Resources	3,923	-	-	-	-
Victim Witness	92,738	116,692	119,000	119,000	-
DMV Grants	26,765	21,084	28,000	28,000	-
Public Assistance Grant	6,790	-	-	-	-
Homeland Security/ODP	78,573	58,406	212,600	100,000	(112,600)
<b>FEDERAL REVENUE</b>	<b>589,665</b>	<b>532,676</b>	<b>1,007,000</b>	<b>1,201,400</b>	<b>194,400</b>
Insurance Recoveries	139,712	51,170	-	-	-
Sale of Property	11,250	795,000	-	-	-
CDBG Loan Principal	386	675	-	-	-
CDBG Loan Interest	139	223	-	-	-
Employee Benefits Fund	-	-	-	136,000	136,000
Utilities Fund	1,600,000	1,600,000	1,500,000	1,400,000	(100,000)

## General Fund Revenue Detail

### *Revenue Detail – continued:*

Account Description	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
OTBD	50,000	50,000	50,000	50,000	-
Fund Balance	-	-	2,936,826	5,124,600	2,187,774
Assigned - E-Citation	-	-	16,674	50,000	33,326
Assigned - EMS Fund (4forLife)	-	-		12,400	12,400
Assigned - Fire Programs	-	-	-	64,100	64,100
<b>NON-REVENUE RECEIPTS</b>	<b>1,801,487</b>	<b>2,497,068</b>	<b>4,503,500</b>	<b>6,837,100</b>	<b>2,333,600</b>
<b>TOTAL GENERAL FUND</b>	<b>82,440,934</b>	<b>85,153,229</b>	<b>89,100,000</b>	<b>93,654,000</b>	<b>4,554,000</b>

# General Fund Department Summary

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

	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2019</b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>ORIGINAL</b>	<b>ADOPTED</b>	<b>BUDGET</b>
			<b>BUDGET</b>	<b>BUDGET</b>	<b>Inc/(Dec)</b>
City Council	202,835	195,435	197,200	202,700	5,500
Clerk of Council	39,664	37,654	40,600	43,800	3,200
City Manager	391,976	394,793	337,800	352,200	14,400
Communications	-	-	192,500	278,900	86,400
City Attorney	283,326	272,997	299,400	307,500	8,100
Independent Auditors	70,630	76,069	80,000	80,000	-
Human Resources	501,392	576,743	561,300	544,300	(17,000)
Commissioner of the Revenue	523,655	524,140	559,100	582,800	23,700
Treasurer	452,627	452,870	468,900	480,900	12,000
Finance	649,209	651,360	707,900	729,900	22,000
Innovation and Information Services	1,777,284	1,572,378	1,965,200	2,221,200	256,000
Risk Management	77,676	72,504	83,500	80,000	(3,500)
Electoral Board	40,499	150,561	-	-	-
Office of Elections	125,289	140,307	224,400	216,100	(8,300)
Circuit Court	91,921	89,688	92,600	98,500	5,900
General District Court	30,832	27,563	29,300	32,300	3,000
Magistrate	2,707	2,137	4,050	4,125	75
J & D Relations District Court Clerk	52,630	52,749	57,800	58,800	1,000
Clerk of the Circuit Court	502,911	486,741	523,400	556,400	33,000
City Sheriff	1,176,817	1,315,638	1,291,800	1,350,200	58,400
Courthouse Security	273,437	203,588	219,300	238,200	18,900
Juror Services	-	20,000	26,000	26,000	-
Commonwealth Attorney	1,283,040	1,332,787	1,395,700	1,437,200	41,500
Victim Witness	163,351	183,032	207,100	207,100	-
Police Department	7,844,110	7,661,960	8,069,200	8,182,000	112,800
Police Grants	135,380	75,726	191,800	179,000	(12,800)
Fire Department	5,566,513	5,549,279	5,664,000	5,855,900	191,900
Fire Grants	315,450	179,157	720,300	1,056,100	335,800
J&D Relations Court Services (Probation)	104,522	104,866	106,800	106,800	-
Inspections Department	454,170	525,585	573,100	600,500	27,400
Animal Warden	132,069	125,267	-	-	-
Emergency Management	144,773	188,259	451,900	717,700	265,800
Hazardous Material	52,488	60,534	63,200	63,600	400

## General Fund Department Summary

### *Budget by Department - continued:*

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Emerg Communications Center	932,621	890,052	1,007,800	1,050,500	42,700
Streets	60,115	78,743	133,000	129,600	(3,400)
Storm Drainage	114,266	115,126	159,000	92,900	(66,100)
Loudoun Mall	91,112	70,339	104,200	88,900	(15,300)
Refuse Collection	1,394,408	1,641,066	1,677,500	1,583,000	(94,500)
Joint Judicial Center	470,546	473,636	532,500	550,300	17,800
Facilities Maintenance	1,390,460	1,488,417	1,379,500	1,695,000	315,500
Real Estate Tax Relief	238,425	232,694	250,000	250,000	-
Parks Supervision	332,165	405,058	455,800	385,800	(70,000)
Special Events	1,689	4,066	12,100	96,700	84,600
Parks Maintenance	867,720	778,516	981,600	907,750	(73,850)
Community Recreation Programs	27,796	25,496	34,300	80,750	46,450
Outdoor Swimming Pool	98,266	166,586	177,900	172,800	(5,100)
Indoor Swimming Pool	257,918	269,812	315,800	321,200	5,400
War Memorial Building	323,141	386,166	401,200	481,400	80,200
School Age Child Care	197,117	229,989	229,900	277,800	47,900
Athletic Programs	172,627	174,134	216,300	226,100	9,800
Planning Department	240,683	251,931	273,700	271,100	(2,600)
Redevelop & Housing (CDBG)	27,306	26,328	26,000	26,000	-
Zoning Department	203,777	206,602	226,100	228,400	2,300
Development Services	369,007	990,619	424,000	441,800	17,800
Old Town Winchester	464,255	468,345	474,100	481,600	7,500
GIS	87,993	81,634	85,300	94,650	9,350
Other	263,752	264,774	297,500	310,146	12,646
Outside Agencies	203,188	203,188	100,000	-	(100,000)
Regional Agencies	5,810,023	6,253,283	6,786,348	6,807,377	21,029
Transit	235,000	221,000	275,300	252,000	(23,300)
Social Services	1,293,867	1,205,888	1,480,700	1,601,800	121,100
CSA	948,133	1,316,112	889,000	1,119,000	230,000
Schools Operating	27,795,246	28,296,772	30,114,102	30,489,102	375,000
Schools Other	201,700	258,100	-	-	-
Schools Capital Improvement	650,000	603,856	-	-	-
Tourism	100,500	150,000	150,000	150,500	500
Highway Maintenance	688,787	605,000	620,000	630,000	10,000
Capital Improvements	1,365,217	353,618	2,540,000	4,585,000	2,045,000

## General Fund Department Summary

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

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
City Debt Service	2,363,390	2,881,865	3,055,100	3,190,500	135,400
Schools Debt Service	7,649,554	7,822,722	7,809,200	7,693,800	(115,400)
<b>TOTAL GENERAL FUND</b>	<b>81,394,953</b>	<b>83,193,900</b>	<b>89,100,000</b>	<b>93,654,000</b>	<b>4,554,000</b>

## General Government – City Council

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

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

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

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

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	129,975	127,240	122,400	128,900	6,500
Contractual Services	31,786	28,066	33,500	33,500	-
Internal Services	1,202	1,405	1,500	1,500	-
Other Charges	39,872	38,724	39,800	38,800	(1,000)
<b>TOTAL EXPENDITURES</b>	<b>202,835</b>	<b>195,435</b>	<b>197,200</b>	<b>202,700</b>	<b>5,500</b>

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Mayor	10,800	10,800	10,800	10,800	-
Councilors	75,600	73,800	73,799	73,799	-
FICA	6,031	5,988	5,985	5,736	(249)
Worker's Compensation	71	56	56	56	-
Employee Benefits	37,473	36,596	31,760	38,509	6,749
<b>PERSONNEL</b>	<b>129,975</b>	<b>127,240</b>	<b>122,400</b>	<b>128,900</b>	<b>6,500</b>

## General Government – City Council

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Other Professional Services	9,712	6,550	12,000	12,000	-
Printing & Binding	2,037	5,067	1,000	1,000	-
Local Media	20,037	15,799	20,000	20,000	-
Food Services	-	650	500	500	-
CONTRACTUAL SERVICES	31,786	28,066	33,500	33,500	-
Copier Charges	1,202	1,405	1,500	1,500	-
INTERNAL SERVICES	1,202	1,405	1,500	1,500	-
Postal Services	58	207	300	300	-
Telecommunications	1,488	638	1,500	-	(1,500)
Mileage & Transportation	425	554	900	900	-
Travel & Training	4,422	5,976	2,100	5,100	3,000
Dues & Memberships	28,446	29,361	29,500	30,000	500
Misc Charges & Fees	-	57	-	-	-
Office Supplies	205	431	500	500	-
Food & Food Service	3,595	655	4,000	1,000	(3,000)
Other Operating Supplies	515	157	500	500	-
Awards, Plaques, Other	718	688	500	500	-
OTHER CHARGES	39,872	38,724	39,800	38,800	(1,000)
<b>TOTAL CITY COUNCIL</b>	<b>202,835</b>	<b>195,435</b>	<b>197,200</b>	<b>202,700</b>	<b>5,500</b>

## General Government – Clerk of Council

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

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

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	35,272	35,282	36,400	37,200	800
Contractual Services	30	-	-	-	-
Other Charges	4,362	2,372	4,200	6,600	2,400
<b>TOTAL EXPENDITURES</b>	<b>39,664</b>	<b>37,654</b>	<b>40,600</b>	<b>43,800</b>	<b>3,200</b>

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

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Clerk of Council	0.5	0.5	0.5	0.5	0
<b>Total</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0</b>

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Regular	25,404	25,599	26,308	26,838	530
Overtime	336	90	-	-	-
FICA	1,719	1,704	1,771	1,766	(5)
VRS-Employer	2,911	2,356	2,526	2,412	(114)
Insurance Employer	296	322	345	352	7
Worker's Compensation	21	17	18	19	1
Benefits Admin Fee	12	17	18	18	-
Employee Benefits	4,536	5,145	5,380	5,762	382
VRS Health Ins Credit	37	32	34	33	(1)
<b>PERSONNEL</b>	<b>35,272</b>	<b>35,282</b>	<b>36,400</b>	<b>37,200</b>	<b>800</b>

## General Government – Clerk of Council

### *Expenditure Detail – continued:*

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Printing & Binding	30	-	-	-	-
CONTRACTUAL SERVICES	30	-	-	-	-
Postal Services	28	34	100	100	-
Office Equipment Lease	-	-	-	2,400	2,400
Mileage & Transportation	765	344	800	800	-
Travel & Training	1,506	643	1,950	1,950	-
Dues & Memberships	260	655	250	250	-
Misc Charges & Fees	223	183	200	200	-
Office Supplies	889	378	650	650	-
Books & Subscriptions	8	135	100	100	-
Other Operating Supplies	683	-	150	150	-
OTHER CHARGES	4,362	2,372	4,200	6,600	2,400
<b>TOTAL CLERK OF COUNCIL</b>	<b>39,664</b>	<b>37,654</b>	<b>40,600</b>	<b>43,800</b>	<b>3,200</b>

## General Government – City Manager

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

### ***Goals:***

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

### ***Objectives:***

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

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

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

## General Government – City Manager

### *Performance Measures:*

Indicators	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Output Measures</b>					
Analysis and research to support Council policy formulation	As Necessary	As Necessary	As Necessary	As Necessary	As Necessary
Operating department performance reviews	As Necessary	As Necessary	As Necessary	As Necessary	As Necessary
Contacts with Legislative Delegation and VML staff members	As Necessary	As Necessary	As Necessary	As Necessary	As Necessary
<b>Outcome Measures</b>					
% of time operating budget expenditures conform to established budgetary guidelines	100%	100%	100%	100%	100%
Information requests from Mayor or City Council answered within 10 days	100%	100%	100%	100%	100%
Information requests from the public answered within 10 days	100%	100%	100%	100%	100%

### *Performance Measurement Results:*

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

### *Expenditure Summary:*

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	366,088	363,684	306,300	320,700	14,400
Contractual Services	8,199	9,452	13,500	13,500	-
Other Charges	17,689	21,657	18,000	18,000	-
<b>TOTAL CITY MANAGER</b>	<b>391,976</b>	<b>394,793</b>	<b>337,800</b>	<b>352,200</b>	<b>14,400</b>

### *Staffing Summary:*

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2018	Inc/(Dec)
City Manager	3.5	3.5	2.5	2.5	0
<b>Total</b>	<b>3.5</b>	<b>3.5</b>	<b>2.5</b>	<b>2.5</b>	<b>0</b>

## General Government – City Manager

### *Expenditure Detail:*

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Regular	280,049	281,180	240,255	251,569	11,314
Overtime	42	90	-	-	-
FICA	18,472	18,407	13,779	14,780	1,001
VRS-Employer	31,162	24,776	21,882	22,941	1,059
Insurance Employer	3,174	3,381	2,986	3,202	216
VA Local Disability Plan	881	855	939	1,570	631
Worker's Compensation	237	192	167	173	6
Deferred Comp Contribution	7,451	7,509	7,967	8,128	161
Benefits Admin Fee	77	108	78	90	12
Employee Benefits	24,143	26,850	17,951	17,954	3
VRS Health Ins Credit	400	336	296	293	(3)
PERSONNEL	366,088	363,684	306,300	320,700	14,400
Other Professional Services	3,231	8,016	10,000	10,000	-
Printing & Binding	4,495	1,033	1,500	1,500	-
Local Media	473	403	2,000	2,000	-
CONTRACTUAL SERVICES	8,199	9,452	13,500	13,500	-
Postal Services	177	119	200	200	-
Telecommunications	1,297	1,110	-	-	-
Mileage & Transportation	1,123	2,080	3,200	3,200	-
Travel & Training	6,840	14,142	8,000	8,000	-
Dues & Memberships	2,315	1,650	3,000	3,000	-
Misc Charges & Fees	180	-	-	-	-
Office Supplies	2,398	482	900	900	-
Food & Food Services	794	799	950	950	-
Books & Subscriptions	836	798	750	750	-
Other Operating Supplies	1,253	392	1,000	1,000	-
Computer Hardware/Software	476	85	-	-	-
OTHER CHARGES	17,689	21,657	18,000	18,000	-
<b>TOTAL CITY MANAGER</b>	<b>391,976</b>	<b>394,793</b>	<b>337,800</b>	<b>352,200</b>	<b>14,400</b>

## General Government – Communications Department

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

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

### **Goals:**

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

### **Objectives:**

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

## General Government – Communications Department

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

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

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

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- Responses to Council/citizen/media/FOIA inquiries and requests
- Strategic Plan projects and action items
- Publications: Annual Reports, brochures, flyers, reports, strategic plan document, annual informational calendar, and electronic newsletters
- Citizen's Academy
- Media releases and advisories
- Crisis communications plan
- Records management program
- Websites, Social media sites and archival system
- Government access television channel
- Mobile app
- 3-1-1 service request system
- Knowledgebase
- Photography and video production
- Community outreach events/programs

## General Government – Communications Department

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

Indicators	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Output Measures</b>					
Prepare the City's Annual Report	Yes	Yes	Yes	Yes	Yes
News releases distributed and information posted on social media/TV channels	As Necessary	As Necessary	As Necessary	As Necessary	As Necessary
Increase the number of visitors to <a href="http://www.winchesterva.gov">www.winchesterva.gov</a> by 10%	n/a	n/a	Yes	Yes	Yes
Increase social media followers by 5%	n/a	n/a	Yes	Yes	Yes
Increase mobile app downloads by 5%	n/a	n/a	Yes	Yes	Yes
Increase use of 3-1-1 service request system by 10%	n/a	n/a	Yes	Yes	Yes
Distribute annual information calendar	Yes	Yes	Yes	Yes	Yes
<b>Outcome Measures</b>					
Information requests from the public answered within 10 days	100%	100%	100%	100%	100%
Freedom of Information Act requests from the public/media answered within 5 days (or extension requested)	100%	100%	100%	100%	100%
INSIGHT Citizen's Academy provided annually at maximum capacity	100%	100%	100%	100%	100%

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

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	-	-	132,400	160,400	28,000
Contractual Services	-	-	48,000	102,500	54,500
Other Charges	-	-	12,100	16,000	3,900
<b>TOTAL COMMUNICATIONS</b>	-	-	<b>192,500</b>	<b>278,900</b>	<b>86,400</b>

## General Government – Communications Department

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

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Communications	0	0	2.0	2.0	0
Total	0	0	2.0	2.0	0

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Regular			98,311	120,852	22,541
FICA			6,890	8,781	1,891
VRS-Employer			9,437	10,907	1,470
Insurance Employer			1,288	1,583	295
VA Local Disability Plan			238	356	118
Worker's Compensation			84	84	-
Benefits Admin Fee			72	72	-
Employee Benefits			15,948	17,621	1,673
VRS Health Ins Credit			132	144	12
PERSONNEL	-	-	132,400	160,400	28,000
Other Professional Services			30,000	89,000	59,000
Printing & Binding			7,000	10,500	3,500
Local Media			11,000	3,000	(8,000)
CONTRACTUAL SERVICES	-	-	48,000	102,500	54,500
Postal Services			500	1,000	500
Telecommunications			1,500	-	(1,500)
Mileage & Transportation			2,000	4,000	2,000
Travel & Training			4,000	5,000	1,000
Dues & Memberships			500	1,000	500
Office Supplies			750	1,000	250
Food & Food Services			350	500	150
Uniforms & Apparel			-	500	500
Books & Subscriptions			1,000	1,500	500
Other Operating Supplies			1,500	1,500	-
OTHER CHARGES	-	-	12,100	16,000	3,900
<b>TOTAL COMMUNICATIONS</b>	-	-	<b>192,500</b>	<b>278,900</b>	<b>86,400</b>

## General Government – City Attorney

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

### Expenditure Summary:

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	245,427	241,261	253,400	262,200	8,800
Contractual Services	17,252	15,253	27,600	26,500	(1,100)
Internal Services	1,123	1,100	500	-	(500)
Other Charges	19,524	15,383	17,900	18,800	900
<b>TOTAL EXPENDITURES</b>	<b>283,326</b>	<b>272,997</b>	<b>299,400</b>	<b>307,500</b>	<b>8,100</b>

### Staffing Summary:

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
City Attorney*	3.0	3.0	3.0	3.0	0
<b>Total</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>0</b>

\*One position unfunded.

### Expenditure Detail:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Regular	199,098	199,161	204,013	208,086	4,073
Overtime	39	67	-	-	-
FICA	13,483	13,767	12,186	12,394	208
VRS-Employer	23,267	18,335	19,585	18,707	(878)
Insurance Employer	2,367	2,502	2,672	2,725	53
Worker's Compensation	152	133	136	153	17
Deferred Comp Contribution	-	141	7,471	7,620	149
Benefits Admin Fee	48	69	72	72	-
Employee Benefits	6,679	6,838	7,000	12,192	5,192

## General Government – City Attorney

### *Expenditure Detail – continued:*

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Employee Benefits	6,679	6,838	7,000	12,192	5,192
VRS Health Ins Credit	294	248	265	251	(14)
PERSONNEL	245,427	241,261	253,400	262,200	8,800
Legal Services	13,626	5,908	22,500	22,500	-
Other Professional Services	1,555	5,891	2,600	2,600	-
Printing & Binding	-	468	1,300	200	(1,100)
Local Media	2,071	2,986	1,200	1,200	-
CONTRACTUAL SERVICES	17,252	15,253	27,600	26,500	(1,100)
Copier Charges	1,123	1,100	500	-	(500)
INTERNAL SERVICES	1,123	1,100	500	-	(500)
Postal Services	254	514	1,300	1,300	-
Telecommunications	1,272	1,542	1,500	-	(1,500)
Lease of Office Equipment	-	-	-	2,100	2,100
Mileage & Transportation	1,033	552	1,200	1,200	-
Travel & Training	3,486	2,859	4,000	4,000	-
Dues & Memberships	1,470	1,216	2,250	2,250	-
Court Filing Fees	124	106	100	100	-
Miscellaneous Charges & Fees	155	130	250	250	-
Office Supplies	4,763	1,449	1,200	1,200	-
Books & Subscriptions	6,304	6,361	5,200	5,200	-
Other Operating Supplies	663	654	900	1,200	300
OTHER CHARGES	19,524	15,383	17,900	18,800	900
TOTAL CITY ATTORNEY	283,326	272,997	299,400	307,500	8,100

## General Government – Independent Auditor

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

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

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

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

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<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Accounting & Auditing	65,030	62,569	70,000	65,000	(5,000)
Other Professional Services	5,600	13,500	10,000	15,000	5,000
CONTRACTUAL SERVICES	70,630	76,069	80,000	80,000	-
<b>TOTAL INDEPENDENT AUDITORS</b>	<b>70,630</b>	<b>76,069</b>	<b>80,000</b>	<b>80,000</b>	<b>-</b>

## General Government – Human Resources

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

### **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	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Input/Output Measures</b>					
Employment applications received*	6,046	5,260	4,789	6,500	5,650
Number of new hires (includes seasonal employees)	96	132	154	115	125

\*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 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	376,020	413,233	448,400	448,100	(300)
Contractual Services	86,828	100,662	67,500	52,500	(15,000)
Internal Services	1,892	2,764	2,000	2,000	-
Other Charges	36,652	60,084	43,400	41,700	(1,700)
<b>TOTAL EXPENDITURES</b>	<b>501,392</b>	<b>576,743</b>	<b>561,300</b>	<b>544,300</b>	<b>(17,000)</b>

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

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Human Resources	6.0	5.0	5.0	5.0	0
<b>Total</b>	<b>6.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>0</b>

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Regular	256,168	286,627	311,291	315,692	4,401
Overtime	233	1,306	500	500	-
Part-time Classified	15,973	-	-	-	-
Part-time Non-Classified	11,914	23,158	24,000	24,480	480
FICA	20,981	22,911	24,004	24,144	140
VRS-Employer	29,654	26,183	30,460	28,660	(1,800)
Retirees	9,888	10,848	5,700	500	(5,200)
Insurance Employer	3,014	3,573	4,156	4,136	(20)
VA Local Disability Plan	563	244	275	619	344
Worker's Compensation	233	208	229	242	13
Tuition Assistance	-	2,071	5,000	5,000	-
Benefits Admin Fee	134	159	180	180	-
Employee Benefits	26,890	35,590	42,192	43,569	1,377
VRS Health Ins Credit	375	355	413	378	(35)
<b>PERSONNEL</b>	<b>376,020</b>	<b>413,233</b>	<b>448,400</b>	<b>448,100</b>	<b>(300)</b>
Health Care Services	19,880	20,263	28,500	28,500	-
EAP Services	32,370	16,185	20,000	-	(20,000)
Other Professional Services	8,471	35,091	-	-	-
Training/Education	7,450	3,982	-	-	-

## General Government – Human Resources

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Printing & Binding	2,033	3,514	3,000	3,000	-
Local Media	15,672	21,627	15,000	20,000	5,000
Food & Food Services	952	-	1,000	1,000	-
CONTRACTUAL SERVICES	86,828	100,662	67,500	52,500	(15,000)
Copier Charges	1,892	2,764	2,000	2,000	-
INTERNAL SERVICES	1,892	2,764	2,000	2,000	-
Postal Services	859	709	1,500	1,500	-
Telecommunications	331	-	1,700	-	(1,700)
Mileage & Transportation	147	-	1,300	1,300	-
Travel & Training	812	790	4,000	4,000	-
Dues & Memberships	1,504	1,541	1,600	1,600	-
Misc Charges & Fees	2,094	1,843	1,100	1,100	-
Background Checks	11,480	14,508	11,700	11,700	-
Office Supplies	2,666	13,344	4,500	4,500	-
Food & Food Service	3,057	8,941	1,000	1,000	-
Books & Subscriptions	1,643	959	1,000	1,000	-
Other Operating Supplies	994	4,767	3,000	3,000	-
Computer Hardware/Software	17	311	-	-	-
Awards, Plaques, Other	9,578	7,289	9,500	9,500	-
Memorials	1,470	5,082	1,500	1,500	-
OTHER CHARGES	36,652	60,084	43,400	41,700	(1,700)
<b>TOTAL HUMAN RESOURCES</b>	<b>501,392</b>	<b>576,743</b>	<b>561,300</b>	<b>544,300</b>	<b>(17,000)</b>

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>RISK MANAGEMENT</b>					
Public Official Liability	7,015	-	7,500	-	(7,500)
General Liability	67,661	72,504	76,000	80,000	4,000
Claims & Bounties	3,000	-	-	-	-
OTHER CHARGES	77,676	72,504	83,500	80,000	(3,500)
<b>TOTAL RISK MANAGEMENT</b>	<b>77,676</b>	<b>72,504</b>	<b>83,500</b>	<b>80,000</b>	<b>(3,500)</b>

## General Government – Commissioner of the Revenue

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

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

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

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

Indicators	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Real Estate</b>					
Parcels of Land	9,963	9,961	9,959	9,959	9,959
Tax Relief Applications	354	307	296	296	296
Real Estate Transfers	738	751	772	772	772
Public Service Corporations	26	25	28	28	28
<b>Personal Property</b>					
Vehicle Assessments	27,279	28,084	29,068	29,068	29,068
Personal Property Tax Relief Compliance	23,140	23,813	24,723	24,723	24,723
Vehicle New Registrations	10,702	9,061	11,799	11,799	11,799

## General Government – Commissioner of the Revenue

### *Performance Measures - continued:*

Indicators	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Personal Property - continued</b>					
Vehicle Registration Deletions	3,982	3,744	3,323	3,323	3,323
Business Personal Property Assessments	3,044	3,112	3,412	3,412	3,412
<b>Business Taxes</b>					
Business Licenses Assessed	3,903	4,391	4,334	4,334	4,334
Excise Taxes Assessed	264	294	289	289	289
Financial Institutions	10	10	11	11	11

### *Expenditure Summary:*

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	471,064	471,565	503,800	526,000	22,200
Contractual Services	2,895	4,268	5,250	5,450	200
Internal Services	747	191	600	600	-
Other Charges	48,949	48,116	49,450	50,750	1,300
<b>TOTAL EXPENDITURES</b>	<b>523,655</b>	<b>524,140</b>	<b>559,100</b>	<b>582,800</b>	<b>23,700</b>

### *Funding Sources:*

Funding Sources	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Revenue from Commonwealth	104,165	104,159	106,600	106,600	-
Designated Funding Sources	104,165	104,159	106,600	106,600	-
<b>Net General Tax Support</b>	<b>419,490</b>	<b>419,981</b>	<b>452,500</b>	<b>476,200</b>	<b>23,700</b>

# General Government – Commissioner of the Revenue

## ***Staffing Summary:***

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Commissioner of the Revenue	8.0	8.0	8.0	8.0	0
<b>Total</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>0</b>

## ***Expenditure Detail:***

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Regular	341,760	349,114	371,941	395,329	23,388
Overtime	225	1,301	-	-	-
Part-time Non-Classified	18,177	17,021	15,500	15,800	300
FICA	27,068	27,625	29,169	30,888	1,719
VRS-Employer	40,351	31,606	35,706	35,845	139
Insurance Employer	4,107	4,313	4,902	5,179	277
VA Local Disability Plan	209	316	461	645	184
Worker's Compensation	378	246	342	278	(64)
Benefits Admin Fee	186	267	288	288	-
Employee Benefits	38,538	39,701	45,432	41,689	(3,743)
VRS Health Ins Credit	65	55	59	59	-
PERSONNEL	471,064	471,565	503,800	526,000	22,200
Other Professional Services	440	660	600	700	100
Vehicle Repairs & Maintenance	20	18	50	50	-
Printing & Binding	2,340	928	1,500	1,500	-
Local Media	-	241	500	500	-
State Computer Services	95	95	100	100	-
Billing Service	-	2,326	2,500	2,600	100
CONTRACTUAL SERVICES	2,895	4,268	5,250	5,450	200
Equipment Maintenance/Fuel	224	51	300	300	-
Equipment Parts	5	11	100	100	-
Equipment Labor	518	129	200	200	-
INTERNAL SERVICES	747	191	600	600	-
Postal Services	11,637	12,635	12,500	13,000	500
Telecommunications	960	880	1,100	-	(1,100)
Motor Vehicle Insurance	278	229	500	500	-
Office Equipment Lease	1,821	2,331	2,000	2,400	400
Mileage & Transportation	1,503	1,535	2,000	2,000	-
Travel & Training	6,056	4,874	6,000	6,000	-

## General Government – Commissioner of the Revenue

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Dues & Memberships	700	800	1,300	1,300	-
Misc Charges & Fees	57	75	100	100	-
Office Supplies	3,950	3,300	2,400	2,400	-
Vehicle & Equipment Fuels	30	22	50	50	-
Uniforms & Apparel	-	135	-	-	-
Books & Subscriptions	5,564	6,541	6,000	7,000	1,000
Other Operating Supplies	4,588	1,945	3,000	3,000	-
Cigarette Tax Stamps	11,805	12,722	12,500	13,000	500
Computer Supplies	-	92	-	-	-
OTHER CHARGES	48,949	48,116	49,450	50,750	1,300
<b>TOTAL COMM OF REVENUE</b>	<b>523,655</b>	<b>524,140</b>	<b>559,100</b>	<b>582,800</b>	<b>23,700</b>

## General Government - Treasurer

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

### Performance Measures:

Indicators	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Real Estate</b>					
Current Collections	\$25,321,313	\$25,509,632	\$26,150,509	\$27,824,000	\$28,440,000
Collection Rate	99%	99%	99%	TBD	TBD
Delinquent Collections	\$1,136,909	\$899,421	\$1,060,710	1,000,000	\$1,000,000
<b>Personal Property</b>					
Current Collections	\$8,712,234	\$9,090,016	\$9,285,852	\$9,920,000	\$10,300,000
Collection Rate	98%	98%	98%	TBD	TBD
Delinquent Collections	\$517,171	\$646,080	528,054	600,000	600,000

TBD- Collection Rate determined once Fiscal Year is completed.

### Expenditure Summary:

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	392,074	383,992	401,925	411,800	9,875
Contractual Services	33,911	29,617	35,700	35,700	-
Other Charges	26,642	39,261	31,275	33,400	2,125
<b>TOTAL EXPENDITURES</b>	<b>452,627</b>	<b>452,870</b>	<b>468,900</b>	<b>480,900</b>	<b>12,000</b>

## General Government - Treasurer

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

Funding Sources	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Miscellaneous Revenue	83,872	51,281	60,500	60,500	-
Revenue from Commonwealth	95,493	94,965	97,700	97,700	-
Designated Revenue	179,365	146,246	158,200	158,200	-
<b>Net General Tax Support</b>	<b>273,262</b>	<b>306,624</b>	<b>310,700</b>	<b>322,700</b>	<b>12,000</b>

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

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Treasurer	6.0	6.0	6.0	6.0	0
<b>Total</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>0</b>

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Regular	293,386	286,835	296,611	300,077	3,466
Overtime	481	1,452	1,000	1,000	-
FICA	21,098	20,437	21,206	21,271	65
VRS-Employer	33,593	26,391	28,479	26,976	(1,503)
Retirees	-	-	4,750	6,000	1,250
Insurance Employer	3,418	3,601	3,886	3,931	45
VA Local Disability Plan	-	-	-	248	248
Worker's Compensation	236	193	202	201	(1)
Benefits Admin Fee	144	207	216	216	-
Employee Benefits	39,718	44,876	45,575	51,880	6,305
<b>PERSONNEL</b>	<b>392,074</b>	<b>383,992</b>	<b>401,925</b>	<b>411,800</b>	<b>9,875</b>
Other Professional Services	6,826	275	3,500	3,500	-
Printing & Binding	942	683	1,200	1,200	-
Local Media	263	3,480	3,000	3,000	-
State Computer Services	937	1,300	1,000	1,000	-
Billing Service	24,943	23,879	27,000	27,000	-
<b>CONTRACTUAL SERVICES</b>	<b>33,911</b>	<b>29,617</b>	<b>35,700</b>	<b>35,700</b>	<b>-</b>

## General Government - Treasurer

### *Expenditure Detail – continued:*

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Postal Services	10,808	9,614	10,800	11,500	700
Telecommunications	419	486	600	600	-
Office Equipment Lease	1,608	1,367	1,700	1,700	-
Mileage & Transportation	651	398	1,200	1,200	-
Travel & Training	1,875	7,887	4,400	4,700	300
Banking Fees	2,616	9,499	2,325	2,350	25
Dues & Memberships	495	495	700	750	50
Tax Collection Expenses	-	402	-	-	-
Misc Charges & Fees	1,036	1,869	1,800	1,800	-
Office Supplies	4,368	3,158	4,500	5,000	500
Books & Subscriptions	110	112	150	200	50
Other Operating Supplies	2,656	3,974	3,100	3,600	500
OTHER CHARGES	26,642	39,261	31,275	33,400	2,125
<b>TOTAL TREASURER</b>	<b>452,627</b>	<b>452,870</b>	<b>468,900</b>	<b>480,900</b>	<b>12,000</b>

## General Government – Finance

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

- General accounting reviews and updates all general ledger transactions generated from other software applications, prepares and posts all monthly journal entries, reconciles all City-wide bank statements, and coordinates the annual audit.
- Budget preparation is responsible for coordinating with City departments and agencies to prepare the City's annual budget.
- Debt management works with financial advisors and bond counsel to coordinate bond issuances for new money as well as continually looks for refunding opportunities.
- Accounts receivable is responsible for reconciling outstanding receivable balances.
- Accounts payable is responsible for receiving and processing invoices for payment and generating and filing 1099 tax forms. The function is also responsible for managing unclaimed property.
- Processes payroll for 26 pay periods per calendar year for approximately 530+ full-time employees. During the summer session, when the hiring of part-time employees reaches a peak, payroll may process wages for more than 600 employees. On a quarterly basis, the payroll division is responsible for filing federal and state withholding reports. On an annual basis, the payroll division processes W-2 forms.
- Purchasing is responsible for the direct preparation or assistance in preparing solicitations for all City projects, major purchases, and contracts. Purchasing ensures that purchases are carried out in accordance with the Virginia Public Procurement Act and City policies by processing all purchase requisitions and issuing all purchase orders.
- Real estate reassessment is the process of re-determining the assessed value of all real property for the purposes of taxation to insure that each property is valued fairly and accurately. The purpose of the general reassessment is to realign the values of real property so that equalization and current market values are obtained.

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

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

## General Government – Finance

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

Indicators	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Output Measures</b>					
Prepare monthly reports for City Council	12	12	12	12	12
Improve efficiency by decreasing the number of Vendor checks issued	9,077	8,080	7,728	7,500	7,250
Improve efficiency by increasing the number of Electronic Funds vendor payments (EFTs)	557	1,700	2,479	2,600	2,750
Prepare monthly and quarterly payroll reports and send to State and Federal agencies	Yes	Yes	Yes	Yes	Yes
Purchase orders issued	449	471	452	450	475
<b>Outcome Measures</b>					
Receive “clean” annual audit opinion as reported in the Comprehensive Annual Financial Report (CAFR)	Yes	Yes	Yes	Yes	Yes
Maintain Aa2 and AAA bond ratings	Yes	Yes	Yes	Yes	Yes
Obtain the Government Finance Officers Association (GFOA) Certificate of Achievement for CAFR	Yes	Yes	Yes	Yes	Yes
Obtain GFOA Distinguished Budget Presentation Award for operating budget	Yes	Yes	Yes	Yes	Yes
Prepare City Manager’s budget that supports a results driven document to support City Council’s strategic plan	Yes	Yes	Yes	Yes	Yes

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

The Finance department continues to meet all mandates and guidelines for the City’s financial reporting. The City’s FY 2017 CAFR was awarded a Certificate of Achievement of Excellence in Financial Reporting and the City’s FY 2018 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 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Finance	6.0	6.0	6.0	6.0	0
<b>Total</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>0</b>

## Expenditure Summary:

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	536,219	526,499	559,200	582,700	23,500
Contractual Services	93,485	108,514	119,000	119,000	-
Internal Services	-	-	100	-	(100)
Other Charges	19,505	16,347	29,600	28,200	(1,400)
<b>TOTAL EXPENDITURES</b>	<b>649,209</b>	<b>651,360</b>	<b>707,900</b>	<b>729,900</b>	<b>22,000</b>

## Expenditure Detail:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Regular	411,195	406,931	430,522	446,613	16,091
Overtime	66	309	500	500	-
Part-time Non-Classified	-	1,453	-	-	-
FICA	30,494	30,153	30,169	31,207	1,038
VRS-Employer	47,997	37,402	41,330	40,151	(1,179)
Insurance Employer	4,883	5,104	5,640	5,851	211
Worker's Compensation	336	298	288	301	13
Benefits Admin Fee	142	198	216	216	-
Employee Benefits	40,499	44,144	49,975	57,326	7,351
VRS Health Ins Credit	607	507	560	535	(25)
<b>PERSONNEL</b>	<b>536,219</b>	<b>526,499</b>	<b>559,200</b>	<b>582,700</b>	<b>23,500</b>
Other Professional Services	89,739	106,557	115,000	115,000	-
Boards/Commission Members	-	1,050	500	1,000	500
Printing & Binding	3,746	907	3,000	3,000	-
Local Media	-	-	500	-	(500)
<b>CONTRACTUAL SERVICES</b>	<b>93,485</b>	<b>108,514</b>	<b>119,000</b>	<b>119,000</b>	<b>-</b>

## General Government – Finance

### *Expenditure Detail – continued:*

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Copier Charges	-	-	100	-	(100)
INTERNAL SERVICES	-	-	100	-	(100)
Postal Services	4,849	3,789	5,000	4,000	(1,000)
Telecommunications	886	935	900	500	(400)
Office Equipment	2,284	2,265	2,500	2,500	-
Mileage & Transportation	-	-	2,000	2,000	-
Travel & Training	1,295	1,248	5,000	5,000	-
Dues & Memberships	1,153	2,612	4,500	4,500	-
Misc Charges & Fees	2,944	360	1,200	1,200	-
Office Supplies	2,955	2,186	3,000	3,000	-
Books & Subscriptions	472	661	500	500	-
Other Operating Supplies	2,667	2,291	5,000	5,000	-
OTHER CHARGES	19,505	16,347	29,600	28,200	(1,400)
<b>TOTAL FINANCE</b>	<b>649,209</b>	<b>651,360</b>	<b>707,900</b>	<b>729,900</b>	<b>22,000</b>

## 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.

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

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- Encourage collaboration and efficient utilization of technology through the procurement and implementation of innovative technology-based applications and equipment.
- Attain internal customer satisfaction of 90%, based on customer experience surveys, through the implementation of effective and practical technological resources that reduce outages and promote overall efficiency.
- Close 75% of help tickets (incidents) on first contact
- Design and maintain a technology base that incorporates mobile and/or virtual utilization of the City's various applications and products to increase our citizenry's ease of access to their local government

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

---

- Average time needed to resolve help tickets (incidents) -TBD
- Percentage of incidents closed on first contact - TBD
- Total number of general user devices managed - 873
- Internal employee satisfaction - TBD
- Number of new or improved business opportunities leveraging technology - TBD

## General Government – Innovation and Information Services

### **Outcomes/Trends:**

Indicators	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Number of Devices</b>					
Number of workstations/computers	259	275	284	280	270
Number of laptops	106	121	121	144	160
Number of iPads/tablets	28	50	50	73	80
Number of servers (physical/virtual)	35/40	36/63	36/63	36/80	36/100
Number of network devices	49	69	69	84	95
<b>Measures</b>					
Technical service call responses - By allowing users to unlock and change passwords themselves, service calls should decrease	1,110	1,435	1,105	900	800
Network support call responses - Continue to monitor proactively to decrease support calls	1,744	10,728	12,734	6,312	6,000
Web programming requests - Tracking enhancement request to continue improving all City sites	82	79	85	32	25
Custom application support requests- Increase centered around Semi-annual billing in Personal Property	75	51	79	39	80
ERP support requests - Slowed down on new functionality	127	213	161	129	150
Reporting/query requests-Implementing newest version of Cognos	44	42	31	26	50
GIS-Focused on ChangeFinder & new GIS software version	n/a	n/a	185	43	80
Security Support call responses - New applications will demand an increase in security	1,128	811	886	850	900

## General Government – Innovation and Information Services

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

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	761,906	699,681	748,175	800,400	52,225
Contractual Services	485,965	509,484	735,005	862,200	127,195
Internal Services	746	1,343	3,200	1,320	(1,880)
Other Charges	516,559	343,389	478,820	557,280	78,460
Capital	12,108	18,481	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>1,777,284</b>	<b>1,572,378</b>	<b>1,965,200</b>	<b>2,221,200</b>	<b>256,000</b>

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

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Innovation and Information Services	8.0	8.0	9.0	9.0	0
<b>Total</b>	<b>8.0</b>	<b>8.0</b>	<b>9.0</b>	<b>9.0</b>	<b>0</b>

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Regular	584,691	552,563	577,337	608,445	31,108
Overtime	1,279	539	1,000	1,000	-
Part-time Non-Classified	-	1,280	-	-	-
FICA	43,256	41,207	43,231	44,840	1,609
VRS-Employer	68,169	47,154	57,546	55,397	(2,149)
Insurance Employer	6,924	6,434	7,852	7,969	117
Va Local Disability Plan	232	511	616	1,345	729
Worker's Compensation	483	371	402	412	10
Benefits Admin Fee	184	240	288	302	14
Employee Benefits	55,826	48,743	59,124	79,961	20,837
VRS Health Ins Credit	862	639	779	729	(50)
<b>PERSONNEL</b>	<b>761,906</b>	<b>699,681</b>	<b>748,175</b>	<b>800,400</b>	<b>52,225</b>
Software as a Service	72,260	111,264	146,470	249,780	103,310
Other Professional Services	52,628	68,263	149,000	152,670	3,670

## General Government – Innovation and Information Services

### *Expenditure Detail – continued:*

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Travel & Training	4,890	1,929	7,500	7,500	-
Repairs & Maintenance	23,925	-	-	-	-
Vehicle Repairs & Maintenance	-	-	200	200	-
Computer Hardware/Software	331,888	327,795	431,835	451,550	19,715
Printing & Binding	231	90	-	500	500
Local Media	143	143	-	-	-
CONTRACTUAL SERVICES	485,965	509,484	735,005	862,200	127,195
Equipment Fuel	51	76	300	300	-
Equipment Parts	141	377	2,000	300	(1,700)
Equipment Labor	198	595	500	300	(200)
Copier Charges	356	295	400	420	20
INTERNAL SERVICES	746	1,343	3,200	1,320	(1,880)
Postal Services	46	126	600	620	20
Telecommunications	112,122	101,987	119,332	242,890	123,558
Motor Vehicle Insurance	408	338	550	700	150
Mileage & Transportation	1,232	427	1,000	1,000	-
Travel & Training	31,317	17,966	34,182	43,655	9,473
Dues & Memberships	195	195	350	1,000	650
Office Supplies	3,721	534	2,000	2,000	-
Vehicle & Equipment Fuels	129	-	100	100	-
Vehicle & Equipment Supplies	-	-	50	-	(50)
Books & Subscriptions	6,581	5,706	15,400	12,500	(2,900)
Other Operating Supplies	3,826	3,297	4,650	6,000	1,350
Computer Hardware/Software	356,982	212,813	300,606	246,815	(53,791)
OTHER CHARGES	516,559	343,389	478,820	557,280	78,460
Computer Equip & Software	12,108	18,481	-	-	-
CAPITAL	12,108	18,481	-	-	-
<b>TOTAL INNOVATION &amp; INFO SERVICES</b>	<b>1,777,284</b>	<b>1,572,378</b>	<b>1,965,200</b>	<b>2,221,200</b>	<b>256,000</b>

## General Government – Electoral Board

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

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

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

Funding Sources	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Revenue from Commonwealth	7,057	7,057	-	-	-
Designated Revenue	7,057	7,057	-	-	-
<b>Net General Tax Support</b>	<b>33,442</b>	<b>143,504</b>	-	-	-

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

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	8,108	8,707	-	-	-
Contractual Services	26,596	38,500	-	-	-
Other Charges	5,795	103,354	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>40,499</b>	<b>150,561</b>	-	-	-

## General Government – Electoral Board

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Regular	7,526	8,084	-	-	-
FICA	576	618	-	-	-
Worker's Compensation	6	5	-	-	-
PERSONNEL	8,108	8,707	-	-	-
Other Professional Services	7,219	11,520	-	-	-
Temporary Help/Other	14,909	18,520	-	-	-
Computer Hardware/Software	3,681	-	-	-	-
Printing & Binding	787	8,460	-	-	-
CONTRACTUAL SERVICES	26,596	38,500	-	-	-
Postal Services	203	208	-	-	-
Mileage & Transportation	657	944	-	-	-
Travel & Training	967	2,659	-	-	-
Dues & Memberships	-	180	-	-	-
Misc Charges & Fees	1,500	1,500	-	-	-
Office Supplies	593	392	-	-	-
Food & Food Service	449	704	-	-	-
Other Operating Supplies	1,426	96,767	-	-	-
OTHER CHARGES	5,795	103,354	-	-	-
<b>TOTAL ELECTORAL BOARD*</b>	<b>40,499</b>	<b>150,561</b>	-	-	-

\*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 and the opportunity to participate in fair, legal and safe elections. We are dedicated to helping each citizen exercise his or her right to vote in accordance with Virginia's election laws, the Constitution of the Commonwealth of Virginia, and the Constitution of the United States.

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

---

#### Voter Registration-

- Complete all list maintenance to insure voter lists are as accurate as possible
- Conduct voter registration efforts in the community

#### Election Administration-

- Process candidate filings to qualify prospects desiring to be on the ballot
- Receive and document campaign finance reports for all local candidates
- Place orders for printing of paper ballots and coding of optical scanner
- Oversee logic and accuracy testing of voting system
- Recruit additional Officers of Election, train Officers of Elections
- Process all absentee ballot applications and ballots in a timely manner
- Update, compile, and pack forms and supplies for each polling place
- Perform (in-house) all procedures necessary for deployment of electronic poll books, reducing expenses by not outsourcing this function; prepare emergency paper poll books.
- Administratively maintain the disposition (approval & meeting standards) of seven polling locations in the city, assuring that state and federal requirements were met. Assists Electoral Board in Election Canvass
- Successfully conduct elections with polls opening and closing on time
- Update security plan for voting equipment
- Compile election night results data and submit to Department of Elections
- Expand and maintain Election Day emergency plan; coordinating with City Emergency Management
- Staff and Board participate routinely in educational opportunities offered by the Department of Elections and both of the Election Professional Associations
- Staff strives to maintain understanding of current election law; Registrar maintains certification as a VREO ( Virginia Registered Election Official)

# General Government – Office of Elections

## Performance Measures - Outcomes/Trends

Indicators	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Output Measures</b>					
Number of elections	2	2	2	2	2
Number of registered voters at FY start	n/a	n/a	15,232	15,617	16,100
Number of registered voters at FY end	n/a	n/a	15,617	16,100	16,200
Number of registered voters participating in elections	7,388	8,402	13,038	9,000	10,000
Number of Officers of Election	140	99	133	125	125
Number of transactions (adds, changes, deletions & transferred out)	2,999	5,525	12,224	10,000	11,000
Number of absentee ballot applications processed	469	367	1,408	700	800

## Funding Sources:

Funding Sources	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Revenue from Commonwealth	47,057	41,896	45,000	45,000	-
Designated Revenue	47,057	41,896	45,000	45,000	-
<b>Net General Tax Support</b>	<b>78,232</b>	<b>98,411</b>	<b>179,400</b>	<b>171,100</b>	<b>(8,300)</b>

## Expenditure Summary:

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	117,038	128,840	144,200	143,100	(1,100)
Contractual Services	1,702	787	64,800	54,900	(9,900)
Other Charges	6,549	10,680	15,400	18,100	2,700
<b>TOTAL EXPENDITURES</b>	<b>125,289</b>	<b>140,307</b>	<b>224,400</b>	<b>216,100</b>	<b>(8,300)</b>

## General Government – Office of Elections

### Staffing Summary:

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Office of Elections	2.0	2.0	2.0	2.0	0

### Expenditure Detail:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Regular	65,899	83,901	85,535	88,253	2,718
Overtime	922	1,932	500	500	-
Part-time Non-Classified	16,656	10,899	15,309	15,615	306
Electoral Board	-	-	8,424	8,592	168
FICA	6,107	6,973	7,991	7,763	(228)
VRS-Employer	8,037	7,724	8,211	8,246	35
Insurance Employer	821	1,054	1,120	1,156	36
VA Local Disability Plan	405	477	505	635	130
State Unemployment Tax	8,592	-	-	-	-
Worker's Compensation	69	64	73	76	3
Benefits Admin Fee	36	69	72	72	-
Employee Benefits	9,494	15,747	16,460	12,192	(4,268)
PERSONNEL	117,038	128,840	144,200	143,100	(1,100)
Other Professional Services	1,000	79	8,000	8,000	-
Temporary Help/Other	-	-	22,000	22,000	-
Repairs & Maintenance	-	-	8,500	8,500	-
Computer Hardware/Software	-	-	6,000	6,000	-
Printing & Binding	349	364	20,000	10,000	(10,000)
Local Media	353	344	300	400	100
CONTRACTUAL SERVICES	1,702	787	64,800	54,900	(9,900)
Postal Services	825	2,481	2,500	2,500	-
Office Equipment Lease	2,011	2,953	2,500	3,000	500
Mileage & Transportation	533	828	1,100	1,100	-
Travel & Training	1,326	2,172	3,500	3,500	-
Dues & Memberships	310	180	400	400	-
Misc Charges & Fees	57	36	1,500	1,500	-
Office Supplies	724	1,459	1,500	1,500	-
Food & Food Service	155	6	400	400	-
Books & Subscriptions	188	194	100	200	100
Other Operating Supplies	404	371	1,000	2,000	1,000
Computer Hardware/Software	16	-	900	2,000	1,100
OTHER CHARGES	6,549	10,680	15,400	18,100	2,700
<b>TOTAL OFFICE OF ELECTIONS</b>	<b>125,289</b>	<b>140,307</b>	<b>224,400</b>	<b>216,100</b>	<b>(8,300)</b>

## Judicial Administration – Circuit Court

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

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

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

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

<b>Funding Sources</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Local Revenue	79,915	79,379	80,000	80,000	-
Designated Revenue	79,915	79,379	80,000	80,000	-
<b>Net General Tax Support</b>	<b>12,006</b>	<b>10,309</b>	<b>12,600</b>	<b>18,500</b>	<b>5,900</b>

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

<b>Expenditure by Classification</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Personnel Services	86,795	84,959	87,500	89,400	1,900
Contractual Services	170	-	200	3,200	3,000
Other Charges	4,956	4,729	4,900	5,900	1,000
<b>TOTAL EXPENDITURES</b>	<b>91,921</b>	<b>89,688</b>	<b>92,600</b>	<b>98,500</b>	<b>5,900</b>

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

<b>Full-Time Employees</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>Inc/(Dec)</b>
Circuit Court	1.0	1.0	1.0	1.0	0
<b>Total</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>0</b>

## Judicial Administration – Circuit Court

### *Expenditure Detail:*

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Regular	65,218	64,217	65,791	67,107	1,316
FICA	5,148	4,993	5,089	5,280	191
VRS-Employer	7,503	5,912	6,316	6,041	(275)
Insurance Employer	763	807	862	879	17
Worker's Compensation	58	47	48	49	1
Benefits Admin Fee	24	34	36	36	-
Employee Benefits	7,986	8,869	9,272	9,926	654
VRS Health Ins Credit	95	80	86	82	(4)
PERSONNEL	86,795	84,959	87,500	89,400	1,900
Repairs & Maintenance	170	-	-	200	200
Printing & Binding	-	-	200	-	(200)
Contracted Parking	-	-	-	3,000	3,000
CONTRACTUAL SERVICES	170	-	200	3,200	3,000
Postal Services	69	144	200	200	-
Telecommunications	728	466	500	500	-
Office Equipment	1,794	1,576	2,000	2,000	-
Office Supplies	1,246	249	1,000	2,000	1,000
Books & Subscriptions	552	599	800	800	-
Other Operating Supplies	567	1,695	400	400	-
OTHER CHARGES	4,956	4,729	4,900	5,900	1,000
TOTAL CIRCUIT COURT	91,921	89,688	92,600	98,500	5,900

## 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.

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

Caseload	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
New Cases	35,318	35,440	31,830	30,406	30,454

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

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	7,105	6,536	7,000	7,200	200
Contractual Services	3,968	4,575	4,600	6,400	1,800
Other Charges	19,759	16,452	17,700	18,700	1,000
<b>TOTAL EXPENDITURES</b>	<b>30,832</b>	<b>27,563</b>	<b>29,300</b>	<b>32,300</b>	<b>3,000</b>

## Judicial Administration – General District Court/Magistrate

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Part-time Non-Classified Salary Supplement	6,595	6,068	6,500	6,630	130
FICA	505	464	495	562	67
Worker's Compensation	5	4	5	8	3
PERSONNEL	7,105	6,536	7,000	7,200	200
Legal Services	68	-	300	300	-
Repairs & Maintenance	-	-	100	100	-
Contracted Parking	3,900	4,575	4,200	6,000	1,800
CONTRACTUAL SERVICES	3,968	4,575	4,600	6,400	1,800
Postal Services	9,955	9,798	10,000	10,000	-
Office Equipment	3,371	4,187	4,500	4,500	-
Travel & Training	273	75	300	300	-
Dues & Memberships	300	-	300	300	-
Office Supplies	4,741	1,584	2,000	3,000	1,000
Books & Subscriptions	233	446	600	600	-
Other Operating Supplies	886	362	-	-	-
OTHER CHARGES	19,759	16,452	17,700	18,700	1,000
<b>TOTAL GENERAL DIST COURT</b>	<b>30,832</b>	<b>27,563</b>	<b>29,300</b>	<b>32,300</b>	<b>3,000</b>

## MAGISTRATE

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Telecommunications	981	822	1,500	1,500	-
Office Equipment - Lease	994	837	1,000	1,000	-
Training & Education	124	51	500	500	-
Dues & Memberships	-	63	125	125	-
Office Supplies	519	228	500	500	-
Books & Subscriptions	-	121	250	250	-
Other Operating Supplies	89	15	175	250	75
OTHER CHARGES	2,707	2,137	4,050	4,125	75
<b>MAGISTRATE</b>	<b>2,707</b>	<b>2,137</b>	<b>4,050</b>	<b>4,125</b>	<b>75</b>

## 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:***

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

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

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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. In January and February 2018 we have had a total of 46 new abuse cases in our court, which equals out to almost double the 2017 number. The ever-growing drug addiction issues in our area have contributed greatly to the workload in our court. We now hold 10 dockets per week with an extra one just added in April to cover abuse/neglect cases due to the sheer volume.

<b>Caseload</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Estimated</b>	<b>2019 Projected</b>
New Cases	7,829	7,391	6,986	7,002	7,100
Hearing Held	16,915	16,287	15,199	17,286	17,500

# Judicial Administration – Juvenile and Domestic Relations Court

## ***Expenditure Summary:***

<b>Expenditure by Classification</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Personnel Services	24,086	24,146	24,600	25,100	500
Contractual Services	3,000	3,225	3,800	3,800	-
Other Charges	25,544	25,378	29,400	29,900	500
<b>TOTAL EXPENDITURES</b>	<b>52,630</b>	<b>52,749</b>	<b>57,800</b>	<b>58,800</b>	<b>1,000</b>

## ***Expenditure Detail:***

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Overtime	10	8	-	-	-
Part-time Non-Classified	22,348	22,408	22,850	23,300	450
Salary Supplements	-	-	-	-	-
FICA	1,710	1,715	1,731	1,775	44
Worker's Compensation	18	15	19	25	6
<b>PERSONNEL</b>	<b>24,086</b>	<b>24,146</b>	<b>24,600</b>	<b>25,100</b>	<b>500</b>
Legal Services	-	-	170	170	-
Contracted Parking	3,000	3,225	3,630	3,630	-
<b>CONTRACTUAL SERVICES</b>	<b>3,000</b>	<b>3,225</b>	<b>3,800</b>	<b>3,800</b>	<b>-</b>
Postal Services	15,817	15,262	16,000	16,000	-
Office Equipment	5,903	7,886	8,600	8,600	-
Mileage & Transportation	127	122	-	-	-
Travel & Training	388	389	500	500	-
Dues & Memberships	220	100	500	500	-
Office Supplies	2,197	296	3,000	3,000	-
Food & Food Service	180	180	200	200	-
Medical & Laboratory	-	-	-	500	500
Books & Subscriptions	185	-	300	300	-
Other Operating Supplies	264	853	-	-	-
Awards, Plaques, Other	263	290	300	300	-
<b>OTHER CHARGES</b>	<b>25,544</b>	<b>25,378</b>	<b>29,400</b>	<b>29,900</b>	<b>500</b>
<b>TOTAL J&amp;D RELATIONS CRT</b>	<b>52,630</b>	<b>52,749</b>	<b>57,800</b>	<b>58,800</b>	<b>1,000</b>

## Judicial Administration – Clerk of the Circuit Court

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

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

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

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

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

Funding Sources	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Revenue from Commonwealth	359,397	346,330	367,800	367,800	-
Designated Revenue	359,397	346,330	367,800	367,800	-
<b>Net General Tax Support</b>	<b>143,514</b>	<b>140,411</b>	<b>155,600</b>	<b>188,600</b>	<b>33,000</b>

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

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	471,720	449,373	483,800	507,800	24,000
Contractual Services	13,186	18,908	17,500	24,800	7,300
Other Charges	18,005	18,460	22,100	23,800	1,700
<b>TOTAL EXPENDITURES</b>	<b>502,911</b>	<b>486,741</b>	<b>523,400</b>	<b>556,400</b>	<b>33,000</b>

## Judicial Administration – Clerk of the Circuit Court

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

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	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 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Regular	348,633	330,222	357,552	368,345	10,793
Overtime	2,370	13,857	12,000	12,000	-
FICA	25,924	25,423	26,283	27,382	1,099
VRS-Employer	40,961	29,354	34,325	33,502	(823)
Insurance Employer	4,161	4,005	4,683	4,826	143
VA Local Disability Plan	352	484	716	943	227
Worker's Compensation	289	228	238	255	17
Benefits Admin Fee	190	243	288	288	-
Employee Benefits	48,840	45,557	47,715	60,259	12,544
PERSONNEL	471,720	449,373	483,800	507,800	24,000
Accounting & Auditing	-	2,123	5,000	5,000	-
Other Professional Services	1,442	1,757	2,500	2,500	-
Repairs & Maintenance	7,160	13,513	4,000	13,500	9,500
Computer Hardware/Software	700	-	2,000	-	(2,000)
Printing & Binding	984	575	1,000	800	(200)
Contracted Parking	2,900	940	3,000	3,000	-
CONTRACTUAL SERVICES	13,186	18,908	17,500	24,800	7,300
Postal Services	7,467	7,827	6,000	7,800	1,800
Office Equipment Lease	5,874	5,493	5,400	5,500	100
Mileage & Transportation	280	451	1,000	1,000	-
Travel & Training	186	471	2,500	3,000	500
Dues & Memberships	495	320	500	500	-
Office Supplies	3,725	3,098	4,000	4,000	-
Food & Food Service	-	-	-	300	300
Books & Subscriptions	(22)	-	-	-	-
Other Operating Supplies	-	-	200	200	-
Computer Hardware/Software	-	800	2,500	1,500	(1,000)
OTHER CHARGES	18,005	18,460	22,100	23,800	1,700
<b>CLERK OF CIRCUIT COURT</b>	<b>502,911</b>	<b>486,741</b>	<b>523,400</b>	<b>556,400</b>	<b>33,000</b>

## Judicial Administration – City Sheriff/Courthouse Security

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

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

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- 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 statue 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 – Outcomes/Trends:*

Indicators	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Persons passing through the metal detectors	526,413	468,821	445,501	TBD	TBD
Number of days courthouse security provided	245	250	245	TBD	TBD
Civil papers served	13,184	13,312	13,248	TBD	TBD
Evictions	262	288	348	TBD	TBD
Temporary Detention Orders (mental transports)	77	88	96	TBD	TBD
Prisoner transports	262	205	223	TBD	TBD
Extraditions of prisoners	79	84	98	TBD	TBD
Miles traveled for prisoner transports, extradition and TDOs (excluding air miles)	n/a	52,803	58,914	TBD	TBD

### *Funding Sources:*

Funding Sources	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Local Revenue	76,372	63,349	83,000	83,000	-
Revenue from Commonwealth	356,685	366,300	368,000	368,000	-
Designated Revenue	433,057	429,649	451,000	451,000	-
<b>Net General Tax Support</b>	<b>1,017,197</b>	<b>1,089,577</b>	<b>1,060,100</b>	<b>1,137,400</b>	<b>77,300</b>

### *Expenditure Summary:*

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	1,309,581	1,338,293	1,321,700	1,376,900	55,200
Contractual Services	23,323	17,277	37,950	59,950	22,000
Internal Services	18,147	19,016	25,000	25,000	-
Other Charges	69,683	77,297	95,450	94,050	(1,400)
Capital	29,520	67,343	31,000	32,500	1,500
<b>TOTAL EXPENDITURES</b>	<b>1,450,254</b>	<b>1,519,226</b>	<b>1,511,100</b>	<b>1,588,400</b>	<b>77,300</b>

## Judicial Administration – City Sheriff/Courthouse Security

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

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Sheriff	15.0	15.0	15.0	15.0	0
Courthouse Security	1.0	2.0	2.0	2.0	0
Total	16.0	17.0	17.0	17.0	0

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b><i>City Sheriff</i></b>					
Regular	646,938	716,699	734,329	772,999	38,670
Overtime	77,244	87,941	37,500	37,500	-
Part-time Non-Classified	39,222	37,186	38,349	38,349	-
FICA	57,001	62,279	59,751	62,148	2,397
VRS-Employer	75,636	65,916	70,496	69,100	(1,396)
VRS -LODA	12,452	10,780	12,500	15,000	2,500
Retirees	14,832	16,272	17,100	18,000	900
Insurance Employer	7,704	8,995	9,621	10,069	448
Worker's Compensation	15,461	14,053	13,822	15,019	1,197
Tuition Assistance	-	-	-	1,600	1,600
Benefits Admin Fee	328	508	533	533	-
Employee Benefits	97,146	120,336	127,399	136,383	8,984
VRS Health Ins Credit	3	36	-	-	-
PERSONNEL	1,043,967	1,141,001	1,121,400	1,176,700	55,300
Repairs & Maintenance	1,454	2,597	5,200	5,200	-
Vehicle Repairs & Maintenance	14,489	9,020	14,500	14,500	-
Computer Hardware/Software	-	173	-	3,000	3,000
Printing & Binding	288	393	1,000	1,000	-
Local Media	-	-	250	250	-
Laundry & Dry Cleaning	655	226	1,000	1,000	-
CONTRACTUAL SERVICES	16,886	12,409	21,950	24,950	3,000
Equipment Maintenance/Fuel	18,123	19,002	25,000	25,000	-
Equipment Parts	24	14	-	-	-
INTERNAL SERVICES	18,147	19,016	25,000	25,000	-
Postal Services	842	830	2,000	2,000	-
Telecommunications	4,499	1,811	3,400	2,000	(1,400)
Motor Vehicle Insurance	6,999	7,029	8,000	8,000	-

## Judicial Administration – City Sheriff/Courthouse Security

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b><i>City Sheriff - continued</i></b>					
Office Equipment Lease	1,557	2,567	2,700	2,700	-
Mileage & Transportation	11,504	14,730	10,000	10,000	-
Travel & Training	3,960	4,469	10,000	10,000	-
Extradition of Prisoners	105	210	500	500	-
Dues & Memberships	10,481	11,996	15,000	15,000	-
Misc Charges & Fees	5	484	100	100	-
Office Supplies	1,446	3,200	2,100	2,100	-
Food & Food Service	497	325	200	200	-
Laundry & Janitorial	-	159	250	250	-
Vehicle & Equipment Fuels	2,256	4,211	3,700	3,700	-
Vehicle & Equipment Supplies	847	1,288	3,000	3,000	-
Police Supplies	10,595	17,184	17,100	17,100	-
Uniforms & Apparel	11,863	4,623	11,800	11,800	-
Books & Subscriptions	98	26	100	100	-
Other Operating Supplies	699	707	2,500	2,500	-
Computer Hardware/Software	44	20	-	-	-
OTHER CHARGES	68,297	75,869	92,450	91,050	(1,400)
Motor Vehicle & Equipment	29,520	67,343	31,000	32,500	1,500
CAPITAL	29,520	67,343	31,000	32,500	1,500
<b>TOTAL CITY SHERIFF</b>	<b>1,176,817</b>	<b>1,315,638</b>	<b>1,291,800</b>	<b>1,350,200</b>	<b>58,400</b>
<b><i>Courthouse Security</i></b>					
Regular	60,782	66,871	72,410	72,215	(195)
Overtime	70,385	4,927	10,000	10,000	-
Part-time Non-Classified	87,571	91,632	80,000	80,000	-
FICA	16,599	12,372	12,218	12,251	33
VRS-Employer	15,427	6,043	6,951	6,643	(308)
Insurance Employer	1,556	825	949	946	(3)
VA Local Disability Plan	132	152	166	195	29
Worker's Compensation	4,371	2,384	2,526	1,823	(703)
Benefits Admin Fee	72	66	72	72	-
Employee Benefits	8,686	11,987	14,972	16,022	1,050
VRS Health Ins Credit	33	33	36	33	(3)
PERSONNEL	265,614	197,292	200,300	200,200	(100)

## Judicial Administration – City Sheriff/Courthouse Security

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b><i>Courthouse Security - continued</i></b>					
Repairs & Maintenance	6,437	4,868	10,000	35,000	25,000
Computer Hardware/Software	-	-	6,000	-	(6,000)
CONTRACTUAL SERVICES	6,437	4,868	16,000	35,000	19,000
Other Operating Supplies	1,386	1,428	3,000	3,000	-
Uniforms & Apparel	-	-	-	-	-
OTHER CHARGES	1,386	1,428	3,000	3,000	-
<b>TOTAL COURTHOUSE</b>	<b>273,437</b>	<b>203,588</b>	<b>219,300</b>	<b>238,200</b>	<b>18,900</b>
<b>TOTAL SHERIFF/ COURTHOUSE SECURITY</b>	<b>1,450,254</b>	<b>1,519,226</b>	<b>1,511,100</b>	<b>1,588,400</b>	<b>77,300</b>

## Judicial Administration – Juror Services

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

### Goals and Objectives:

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

### Expenditure Summary:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Juror Services - Grand Jury	-	3,000	5,000	5,000	-
Juror Services - Criminal Jury	-	10,000	12,000	12,000	-
Juror Services - Civil Jury	-	7,000	9,000	9,000	-
CONTRACTUAL SERVICES	-	20,000	26,000	26,000	-
<b>JUROR SERVICES</b>	-	<b>20,000</b>	<b>26,000</b>	<b>26,000</b>	-

## Judicial Administration – Commonwealth Attorney

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

### **Goals and Objectives:**

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

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

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

Cases Prosecuted	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
Juvenile Court – Juvenile & Domestic	2,162	1,181	2,370	2,400	TBD
General District Court	7,577	9,280	9,406	9,500	TBD
Circuit Court	9,006	9,406	9,000	9,200	TBD
<b>Total</b>	<b>18,745</b>	<b>19,867</b>	<b>20,776</b>	<b>21,100</b>	<b>TBD</b>

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 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Revenue from Commonwealth	723,186	739,077	757,900	757,900	-
Designated Revenue	723,186	739,077	757,900	757,900	-
<b>Net General Tax Support</b>	<b>559,854</b>	<b>593,710</b>	<b>637,800</b>	<b>679,300</b>	<b>41,500</b>

## Expenditure Summary:

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	1,088,872	1,132,014	1,178,500	1,225,500	47,000
Contractual Services	1,332	464	15,400	10,100	(5,300)
Other Charges	192,836	200,309	201,800	201,600	(200)
<b>TOTAL EXPENDITURES</b>	<b>1,283,040</b>	<b>1,332,787</b>	<b>1,395,700</b>	<b>1,437,200</b>	<b>41,500</b>

## Staffing Summary:

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Commonwealth Attorney	14.0	15.0	15.0	15.0	0
<b>Total</b>	<b>14.0</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>	<b>0</b>

## Expenditure Detail:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Regular	829,447	882,244	914,834	948,587	33,753
Overtime	29	463	500	500	-
Part-time Non-Classified	4,447	-	-	-	-
FICA	60,411	65,395	65,729	67,692	1,963
VRS-Employer	94,601	80,344	87,825	86,242	(1,583)

# Judicial Administration – Commonwealth Attorney

## Expenditure Detail - continued:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Insurance Employer	9,606	10,974	11,985	12,427	442
VA local Disability Plan	551	845	1,084	1,383	299
State Unemployment Tax	8,184	-	-	-	-
Worker's Compensation	1,479	1,321	1,324	1,354	30
Flex Benefits Admin Fee	326	511	540	540	-
Flex Benefits -Employee	79,731	89,867	94,624	106,726	12,102
VRS Health Ins Credit	60	50	55	49	(6)
PERSONNEL	1,088,872	1,132,014	1,178,500	1,225,500	47,000
Repairs & Maintenance	1,117	-	5,300	-	(5,300)
Computer Hardware/Software	-	224	9,100	9,100	-
Printing & Binding	111	240	1,000	1,000	-
Contracted Parking	104	-	-	-	-
CONTRACTUAL SERVICES	1,332	464	15,400	10,100	(5,300)
Postal Services	1,841	1,732	1,900	1,900	-
Telecommunications	156	-	200	-	(200)
Office Equipment	5,071	5,173	5,300	5,300	-
Lease of Building	160,625	160,781	161,000	161,000	-
Mileage & Transportation	2,738	2,707	3,750	3,750	-
Court Witness	177	-	-	-	-
Travel & Training	4,158	9,952	11,950	11,950	-
Dues & Memberships	5,094	4,377	3,000	3,000	-
Misc Charges & Fees	13	65	-	-	-
Office Supplies	3,019	1,311	4,000	4,000	-
Food & Food Service	931	1,106	700	700	-
Books & Subscriptions	4,451	4,915	4,000	4,000	-
Other Operating Supplies	2,611	3,353	6,000	6,000	-
Computer Hardware/Software	1,951	4,837	-	-	-
OTHER CHARGES	192,836	200,309	201,800	201,600	(200)
<b>TOTAL COMMONWEALTH ATTORNEY</b>	<b>1,283,040</b>	<b>1,332,787</b>	<b>1,395,700</b>	<b>1,437,200</b>	<b>41,500</b>

## Judicial Administration – Victim Witness

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

### **Goals and Objectives:**

- Send an initial letter to Victim of Crime in the City letting them know about the Victim Witness Program.
- Send Victims information about the Judicial Process for their case.
- Contact Victims about their court case with updates.
- Assist Victims in filing for criminal injuries.
- Assist the Commonwealth Attorney's office in preparing Victims for trial.
- Provide courtroom support for Victims and their families.
- Request Restitution for Victims to pay for their losses, monitor restitution and request the courts enforcement for non-payment.
- Register Victims for Prisoner release notifications.

### **Funding Sources:**

<b>Funding Sources</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Revenue from Commonwealth	25,761	38,901	26,000	39,000	13,000
Revenue from Federal	92,738	116,692	119,000	119,000	-
Designated Revenue	118,499	155,593	145,000	158,000	13,000
<b>Net General Tax Support</b>	<b>44,852</b>	<b>27,439</b>	<b>62,100</b>	<b>49,100</b>	<b>(13,000)</b>

## Judicial Administration – Victim Witness

### Expenditure Summary:

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	150,211	173,670	183,400	183,400	-
Contractual Services	473	1,513	5,900	5,900	-
Other Charges	12,667	7,849	17,800	17,800	-
<b>TOTAL EXPENDITURES</b>	<b>163,351</b>	<b>183,032</b>	<b>207,100</b>	<b>207,100</b>	<b>-</b>

### Staffing Summary:

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Victim Witness	2.0	2.0	2.0	2.0	0
<b>Total</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0</b>

### Expenditure Detail:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Regular	114,094	123,029	126,066	128,569	2,503
Part-time Non-classified	2,855	16,317	21,060	18,060	(3,000)
FICA	8,702	10,357	10,960	11,164	204
VRS-Employer	13,451	11,354	12,094	11,559	(535)
Insurance Employer	1,369	1,549	1,650	1,683	33
Worker's Compensation	97	93	98	101	3
Benefits Admin Fee	48	69	72	72	-
Employee Benefits	9,595	10,902	11,400	12,192	792
VRS Health Ins Credit	-	-	-	-	-
<b>PERSONNEL</b>	<b>150,211</b>	<b>173,670</b>	<b>183,400</b>	<b>183,400</b>	<b>-</b>
Professional Services	-	433	3,200	3,200	-
Computer Hardware/Software	-	-	400	400	-
Printing & Binding	473	1,080	1,500	1,500	-
Contracted Parking	-	-	800	800	-
<b>CONTRACTUAL SERVICES</b>	<b>473</b>	<b>1,513</b>	<b>5,900</b>	<b>5,900</b>	<b>-</b>
Postal Services	-	-	1,400	1,400	-
Telecommunications	-	768	1,600	1,600	-

## Judicial Administration – Victim Witness

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Mileage & Transportation	123	706	825	825	-
Court Witness	-	135	-	-	-
Travel & Training	470	1,618	4,775	4,775	-
Dues & Memberships	-	400	200	200	-
Office Supplies	3,623	3,721	7,700	7,700	-
Food & Food Service	-	19	200	200	-
Books & Subscriptions	100	-	100	100	-
Other Operating Supplies	-	103	1,000	1,000	-
Computer Hardware/Software	8,351	379	-	-	-
OTHER CHARGES	12,667	7,849	17,800	17,800	-
<b>TOTAL VICTIM WITNESS</b>	<b>163,351</b>	<b>183,032</b>	<b>207,100</b>	<b>207,100</b>	<b>-</b>

### ***Mission Statement***

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

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### Police Department Strategies:

- Increase focus in high-activity crime areas through foot and bike patrols, and community oriented strategies.
- Enhance visibility and police coverage on the Downtown Mall.
- Promote special functions provided beyond normal police services. These include 911/EMD, Community Resources Team (CRT), fitness program, SWAT, Crisis Negotiation Team (CNT), Crisis Intervention Training (CIT), Mental Health Liaison, Civil Disturbance Team, Community Outreach Initiatives and Drug Court.
- Appoint and train a polygraph and cell phone examiner. Conduct additional in house training with focus on de-escalation and advanced patrol techniques.
- Fully implement the Body Worn Camera (BWC) program and educate the community and other key stake holders about the capabilities and limitations.
- Continue to work with advancing technology to promote efficiency within the department to include the implementation of e-citations.
- Improve recruitment efforts to attract and promote diversity.
- Continue to review, revise, and update all policies and procedures using employee workgroups. Post updated policies, when appropriate on Police Department's website to increase transparency with the public we serve.

## Public Safety – Police Department

### *Performance Measures: Outcomes/Trends*

Crime Statistics	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual
Grand Theft	208	171	172	137	144
Motor Vehicle Theft	28	25	17	13	22
Robbery	25	15	21	15	26
Rape	21	16	7	15	12
Breaking & Entering*	105	110	109	114	93

\*Includes Unlawful Entry

### *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.
- To implement Text to 9-1-1 and educate the public on its proper use.
- 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	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual
Fire & Rescue Calls for Service	5,601	5,904	6,080	6,639	6,616
Police Calls for Service	43,012	44,027	43,093	44,567	44,785
Police Dispatched Calls	19,671	19,854	18,597	18,862	19,266
911 Calls	22,161	19,296	20,808	21,682	21,592
<b>Total Phone Calls</b>	<b>170,351</b>	<b>146,643</b>	<b>142,291</b>	<b>136,537</b>	<b>132,421</b>

### Funding Sources:

Funding Sources	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Charges for Services	52,688	56,393	52,000	52,000	-
Recovered Costs	9,460	7,913	-	-	-
Commonwealth	883,164	904,761	1,046,000	1,046,000	-
Federal	28,234	51,310	46,000	46,000	-
Subtotal Designated Revenue	973,546	1,020,377	1,144,000	1,144,000	-
<b>Net General Tax Support</b>	<b>8,070,634</b>	<b>7,732,628</b>	<b>8,124,800</b>	<b>8,267,500</b>	<b>142,700</b>

### Staffing Summary:

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Police	87	87	87	87	0
Animal Control	2	2	0	0	0
Emergency Communications	15	15	15	15	0
<b>Total Full-Time</b>	<b>104</b>	<b>104</b>	<b>102</b>	<b>102</b>	<b>0</b>
<b>Total Sworn Police</b>	<b>76</b>	<b>77</b>	<b>77</b>	<b>77</b>	<b>0</b>

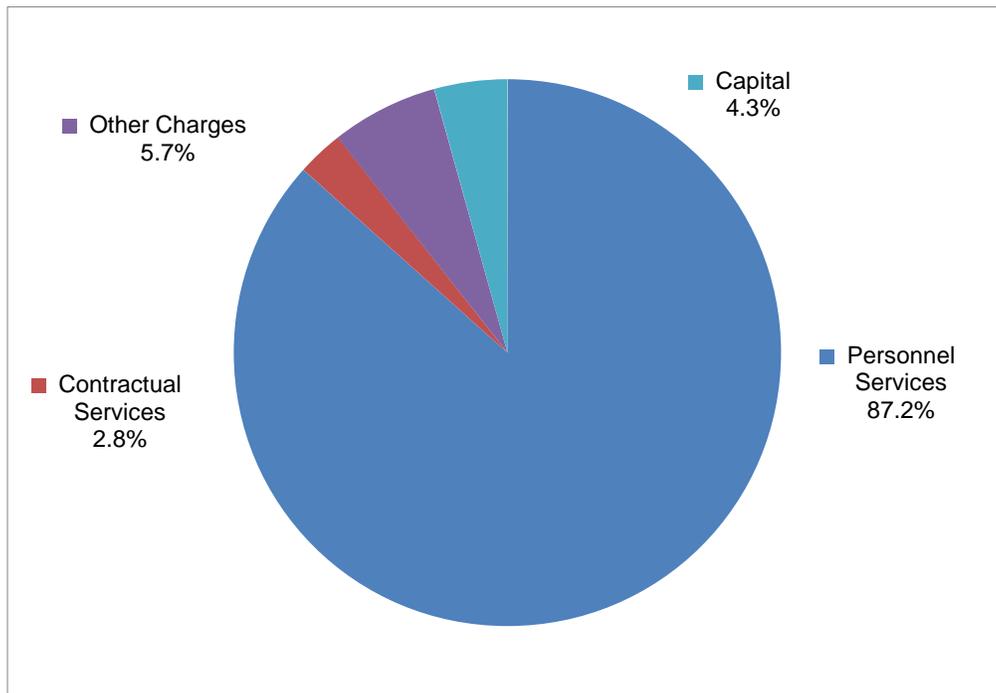
# Public Safety – Police Department

## Expenditure Summary:

Expenditure by Division	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Police	7,844,110	7,661,960	8,069,200	8,182,000	112,800
Police Grants	135,380	75,726	191,800	179,000	(12,800)
Animal Warden	132,069	125,267	-	-	-
Emergency Communications	932,621	890,052	1,007,800	1,050,500	42,700
<b>TOTAL EXPENDITURES</b>	<b>9,044,180</b>	<b>8,753,005</b>	<b>9,268,800</b>	<b>9,411,500</b>	<b>142,700</b>

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	7,998,961	7,716,087	8,030,000	8,213,111	183,111
Contractual Services	211,383	222,280	254,400	263,500	9,100
Internal Services	203	20	-	-	-
Other Charges	551,563	517,566	584,400	534,800	(49,600)
Capital	282,070	297,052	400,000	400,089	89
<b>TOTAL EXPENDITURES</b>	<b>9,044,180</b>	<b>8,753,005</b>	<b>9,268,800</b>	<b>9,411,500</b>	<b>142,700</b>

### FY 2019 Expenditures by Classification



# Public Safety – Police Department

## Expenditure Detail:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>Police</b>					
Regular	4,719,036	4,596,850	4,869,314	4,941,915	72,601
Overtime	368,650	377,209	273,000	273,000	-
Part-time Non-classified	151,227	135,627	175,000	175,000	-
FICA	391,623	378,819	380,036	383,218	3,182
VRS-Employer	548,200	412,399	468,508	446,010	(22,498)
VRS-LODA	40,470	43,687	45,000	45,000	-
Retirees	32,960	32,544	28,500	28,000	(500)
Insurance-Employer	55,725	56,764	63,932	64,921	989
VA Local Disability Plan	344	704	1,209	1,972	763
Worker's Compensation	106,347	85,367	91,194	99,002	7,808
Clothing Allowance	11,625	10,875	12,000	12,000	-
Tuition Assistance	-	-	6,000	6,000	-
Benefits Admin Fee	2,056	2,836	3,168	3,132	(36)
Employee Benefits	545,026	602,395	654,597	730,784	76,187
VRS Health Insurance Credit	6,933	5,585	6,342	5,946	(396)
<b>PERSONNEL</b>	<b>6,980,222</b>	<b>6,741,661</b>	<b>7,077,800</b>	<b>7,215,900</b>	<b>138,100</b>
Health Care Services	918	-	6,500	6,500	-
Medical Examiner-Coroner	460	500	1,000	1,000	-
Interpreter Fees	14,168	10,548	20,000	20,000	-
Other Professional Services	15,637	16,861	17,000	17,000	-
Training/Education	564	2,512	-	-	-
National Guard Personnel	15,000	15,000	15,000	15,000	-
Repairs & Maintenance	2,701	22,971	7,000	7,000	-
Vehicle Repairs & Maintenance	99,865	93,747	115,000	115,000	-
Computer Service Contracts	-	-	-	-	-
Printing & Binding	4,900	5,088	6,500	6,500	-
Local Media	143	343	200	200	-
Laundry & Dry Cleaning	1,693	1,730	300	300	-
Probation Monitoring/ASAP	15,045	15,545	14,200	23,300	9,100
Food Services - Catering	1,200	1,200	1,200	1,200	-
<b>CONTRACTUAL SERVICES</b>	<b>172,294</b>	<b>186,045</b>	<b>203,900</b>	<b>213,000</b>	<b>9,100</b>
Parts	203	20	-	-	-
<b>INTERNAL SERVICES</b>	<b>203</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>-</b>
Electrical Services	2,796	2,377	3,500	3,500	-
Postal Services	3,726	2,343	5,000	5,000	-
Telecommunications	43,646	40,974	53,850	13,850	(40,000)

# Public Safety – Police Department

## Expenditure Detail - continued:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>Police - continued</b>					
Motor Vehicle Insurance	43,100	38,911	44,300	44,300	-
Group Accident	310	340	500	500	-
Law Enforcement Liability	39,328	-	16,500	16,500	-
Office Equipment Rental	6,140	6,464	7,000	7,000	-
Mileage & Transportation	706	1,064	700	700	-
Travel & Training	23,027	27,729	45,500	45,500	-
NW VA Reg Drug Task Force	11,557	10,608	11,500	11,500	-
Dues & Memberships	39,751	43,889	47,100	48,100	1,000
Misc Charges & Fees	75	100	100	100	-
Background Checks	770	540	-	-	-
Office Supplies	6,363	10,742	10,500	10,500	-
Food & Food Service	1,051	194	750	750	-
Landscaping/Agricultural Supplies	2,039	754	2,000	2,000	-
Medical & Laboratory	1,375	1,919	1,500	1,500	-
Laundry & Janitorial	-	170	100	100	-
Vehicle & Equipment Fuels	89,516	86,849	105,000	105,000	-
Vehicle & Equipment Supplies	2,490	2,490	2,500	2,500	-
Police Supplies	69,230	103,651	108,500	118,250	9,750
Uniforms & Apparel	35,340	34,131	34,500	34,500	-
Books & Subscriptions	519	844	3,100	3,100	-
Other Operating Supplies	13,580	20,099	24,000	28,350	4,350
Computer Supplies	66	-	-	-	-
K9 Dog Supplies	7,820	-	9,000	-	(9,000)
Awards, Plaques, Other	-	-	500	-	(500)
OTHER CHARGES	444,321	437,182	537,500	503,100	(34,400)
Motor Vehicle & Equipment	247,070	297,052	250,000	250,000	-
CAPITAL	247,070	297,052	250,000	250,000	-
<b>TOTAL POLICE</b>	<b>7,844,110</b>	<b>7,661,960</b>	<b>8,069,200</b>	<b>8,182,000</b>	<b>112,800</b>
<b>Police Grants</b>					
Regular	2,495	194	-	-	-
Overtime	22,357	26,675	21,500	21,500	-
Non-classified part-time	114	-	-	-	-
FICA	1,855	1,973	1,600	1,911	311
VRS-Employer	725	-	200	-	(200)
Insurance-Employer	70	-	-	-	-
Worker's Compensation	504	444	500	500	-
Benefits Admin Fee	5	3	-	-	-
VRS Health Insurance Credit	9	-	-	-	-
PERSONNEL	28,134	29,289	23,800	23,911	111

# Public Safety – Police Department

## Expenditure Detail - continued:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>Police Grants - continued</b>					
Other Professional Services	2,658	-	-	-	-
CONTRACTUAL SERVICES	2,658	-	-	-	-
Lease/Rent Buildings	10,000	8,000	-	-	-
Travel & Training	-	1,625	-	-	-
Office Supplies	700	-	-	-	-
Police Supplies	49,978	1,574	18,000	5,000	(13,000)
Uniforms & Apparel	1,013	20,905	-	-	-
Other Operating Supplies	6,188	12,647	-	-	-
Computer Equipment & Supplies	1,709	1,686	-	-	-
OTHER CHARGES	69,588	46,437	18,000	5,000	(13,000)
Computer Hardware/Software	-	-	150,000	150,089	89
Motor Vehicle & Equipment	35,000	-	-	-	-
CAPITAL	35,000	-	150,000	150,089	89
<b>TOTAL POLICE GRANTS</b>	<b>135,380</b>	<b>75,726</b>	<b>191,800</b>	<b>179,000</b>	<b>(12,800)</b>
<b>Animal Warden*</b>					
Regular	88,244	84,007	-	-	-
Overtime	8,867	9,473	-	-	-
FICA	7,351	6,982	-	-	-
VRS-Employer	10,314	7,743	-	-	-
Insurance Employer	1,049	1,057	-	-	-
Worker's Compensation	1,726	1,615	-	-	-
Benefits Admin Fee	48	61	-	-	-
Employee Benefits	12,724	12,359	-	-	-
VRS Health Ins Credit	131	104	-	-	-
PERSONNEL	130,454	123,401	-	-	-
Telecommunications	1,073	1,080	-	-	-
Travel & Training	190	-	-	-	-
Uniforms & Apparel	348	368	-	-	-
Other Operating Supplies	4	418	-	-	-
OTHER CHARGES	1,615	1,866	-	-	-
<b>TOTAL ANIMAL WARDEN</b>	<b>132,069</b>	<b>125,267</b>	<b>-</b>	<b>-</b>	<b>-</b>

\*Combined with the Police Budget

# Public Safety – Police Department

## Expenditure Detail - continued:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>Emergency Communications</b>					
Regular	527,099	550,578	626,522	655,848	29,326
Overtime	98,583	53,309	42,000	42,000	-
Part-time Non-Classified	40,472	28,453	22,942	23,000	58
FICA	49,038	46,054	52,735	54,535	1,800
VRS-Employer	61,344	48,197	61,105	61,881	776
Insurance Employer	6,257	6,577	8,338	8,919	581
VA Local Disability Plan	588	624	1,118	1,595	477
Worker's Compensation	521	415	694	502	(192)
Benefits Admin Fee	278	397	540	540	-
Employee Benefits	75,195	86,479	111,579	123,663	12,084
VRS Health Ins Credit	776	653	827	817	(10)
PERSONNEL	860,151	821,736	928,400	973,300	44,900
Other Professional Services	25	-	8,300	8,300	-
Repairs & Maintenance	1,252	853	-	-	-
E911 Name/Address Service	34,744	34,908	41,800	41,800	-
Printing & Binding	410	474	400	400	-
CONTRACTUAL SERVICES	36,431	36,235	50,500	50,500	-
Postal Services	98	132	200	200	-
Telecommunications	11,690	6,770	3,805	1,005	(2,800)
Property Insurance	159	153	-	-	-
Travel & Training	4,544	4,282	5,000	5,000	-
Dues & Memberships	7,932	7,819	7,660	8,260	600
Office Supplies	2,316	5,602	3,935	3,935	-
Food & Food Service	990	1,070	1,200	1,200	-
Vehicle & Equipment Fuels	54	44	100	100	-
Uniforms & Apparel	2,105	2,064	2,200	2,200	-
Books & Subscriptions	-	194	200	200	-
Other Operating Supplies	5,605	3,951	4,500	4,500	-
Computer Hardware/Software	514	-	-	-	-
Awards, Plaques, Other	32	-	100	100	-
OTHER CHARGES	36,039	32,081	28,900	26,700	(2,200)
<b>TOTAL ECC</b>	<b>932,621</b>	<b>890,052</b>	<b>1,007,800</b>	<b>1,050,500</b>	<b>42,700</b>
<b>TOTAL POLICE DEPARTMENT</b>	<b>9,044,180</b>	<b>8,753,005</b>	<b>9,268,800</b>	<b>9,411,500</b>	<b>142,700</b>

## ***Mission Statement***

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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.

## ***Strategic Plan Goals 3 and 4: Advance the quality of life for all Winchester residents; Improve City Services and advance the Strategic Plan Goals, Action Item2: Public Safety***

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

- Provide adequate resources for the defined core City services and service levels
  - Add nine (9) Firefighter/EMT positions to guarantee two (2) personnel on each piece of fire and rescue apparatus each day
  - Provide appropriate levels of fire and rescue apparatus to provide emergency response
- Maintain a high level of customer satisfaction with City Services
  - Respond to and safely arrive at emergency incidents by attaining:
    - Preventable accidents while responding = 0
    - OSHA reportable firefighter casualties = 0
    - Unit Mobilization Interval\* <=2 minutes
    - Response Time Interval\* <=6 minutes
    - Total Response Time\* <=8 minutes
    - All cardiac arrest resuscitation rate => 30%\*
    - V-Fib/V-Tach cardiac arrest resuscitation rate =>40%
    - V-Fib/V-Tach cardiac arrest survival rate with good neurological function =>20%\*

# Public Safety – Fire and Rescue Department

## Objective Results

Objectives	FY 2016		FY 2017		FY 2018		FY 2019
	Request/Adopt	Actual	Request/Adopt	Actual	Request/Adopt	Actual	Request/Goals
New Firefighters	10	2	0	0	2	1	0
Accidents while Responding	0	1	0	0	0	TBD	0
OSHA Recordable Causalities	0	2	0	2	0	TBD	0
Unit Mobilization interval <=2 minutes	=>96%	89.39	=>96%	91.30	=>96%	TBD	=>96%
Response Time Interval <=6 minutes	>96%	73.69	=>96%	73.97	=>96%	TBD	=>96%
Total Response Time <=8 minutes	=>90%	83.96	=>90%	83.97	=>90%	TBD	=>90%
All Cardiac Resuscitation Rate	>=30%	45%	=>40%	39%	=>40%	TBD	=>40%
V-Fib/V-Tach Cardiac Resuscitation Rate	=>40%	50%	=>40%	TBD	=>40%	TBD	=>40%
V-Fib/V-Tach Hospital Discharge Rate	=>30%	50%	=>30%	TBD	=>30%	TBD	=>30%

### Definitions:

Unit Mobilization Interval- Defined as elapsed time from unit dispatched to unit marked responding

Response Time Interval- Defined as elapsed time from unit dispatched to first arrived on the emergency incident

Total Response Time- Defined as elapsed time from 911 call answered until the first unit arrived on the emergency incident

American Heart Association survival rate with good neurological function is 8.3%

# Public Safety – Fire and Rescue Department

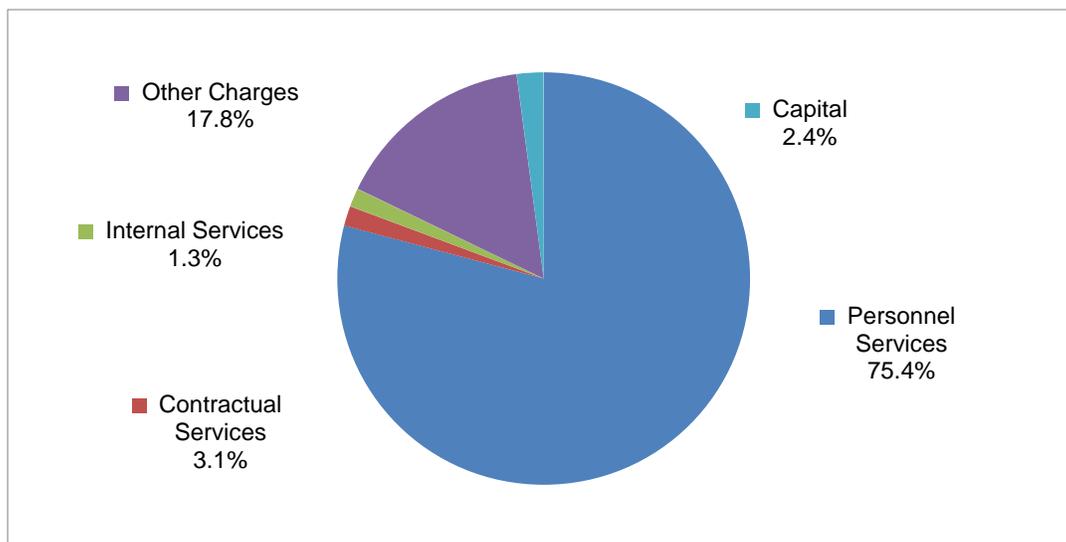
## Expenditure Summary:

Expenditures by Division	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Fire	5,566,513	5,549,279	5,664,000	5,855,900	191,900
Fire Grants	315,450	179,157	720,300	1,056,100	335,800
Hazardous Materials	52,488	60,534	63,200	63,600	400
<b>TOTAL EXPENDITURES</b>	<b>5,934,451</b>	<b>5,788,970</b>	<b>6,447,500</b>	<b>6,975,600</b>	<b>528,100</b>

## Expenditure by Classification

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	5,077,231	4,989,537	5,102,400	5,259,600	157,200
Contractual Services	128,688	118,622	100,600	212,800	112,200
Internal Services	37,819	65,894	93,500	93,500	-
Other Charges	578,925	572,291	1,016,000	1,243,700	227,700
Capital	111,788	42,626	135,000	166,000	31,000
<b>TOTAL EXPENDITURES</b>	<b>5,934,451</b>	<b>5,788,970</b>	<b>6,447,500</b>	<b>6,975,600</b>	<b>528,100</b>

## FY 2019 Expenditures by Classification



## Staffing Summary:

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Fire	62.0	62.0	62.0	62.0	0
<b>Total Full-Time</b>	<b>62.0</b>	<b>62.0</b>	<b>62.0</b>	<b>62.0</b>	<b>0</b>
<b>Total Firefighters</b>	<b>59.0</b>	<b>59.0</b>	<b>59.0</b>	<b>59.0</b>	<b>0</b>

# Public Safety – Fire and Rescue Department

## Expenditure Detail:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>FIRE &amp; RESCUE</b>					
Regular	3,351,851	3,457,282	3,516,390	3,600,768	84,378
Overtime	346,173	223,269	202,600	202,600	-
Non-classified Part-time	18,780	17,093	22,000	44,700	22,700
FICA	277,078	268,214	260,799	285,599	24,800
VRS-Employer	397,755	315,649	336,134	321,240	(14,894)
VRS - LODA	35,151	47,375	50,000	50,000	-
Retirees	31,724	39,776	45,125	49,500	4,375
Insurance-Employer	40,473	42,522	45,870	46,786	916
VA Local Disability Plan	142	142	147	183	36
Worker's Compensation	154,522	124,865	124,228	136,932	12,704
Benefits Admin Fee	1,437	2,091	2,220	2,220	-
Employee Benefits	378,954	430,579	475,734	497,785	22,051
VRS Health Insurance Credit	5,033	4,251	4,553	4,287	(266)
PERSONNEL	5,039,073	4,973,108	5,085,800	5,242,600	156,800
Health Care Services	29,882	16,352	27,100	18,000	(9,100)
Hepatitis Maint Program	-	-	1,000	-	(1,000)
Other Professional Services	13,867	12,180	12,000	13,200	1,200
Training/Education	90	1,035	1,100	96,100	95,000
Repairs & Maintenance	27,828	29,302	15,000	24,200	9,200
Vehicle Repairs & Maint	4,668	10,325	7,000	12,000	5,000
Fire Apparatus Testing	1,160	3,777	1,000	8,500	7,500
Printing & Binding	1,344	701	1,500	1,500	-
Local Media	-	60	-	-	-
Laundry & Dry Cleaning	20,956	18,512	16,300	20,700	4,400
Sanitary Landfill Usage	-	100	-	-	-
Volunteer Fire Stations	14,417	-	500	500	-
Food Services	-	-	800	800	-
CONTRACTUAL SERVICES	114,212	92,344	83,300	195,500	112,200
Fuel	32,926	47,646	92,000	92,000	-
Parts	1,709	6,450	-	-	-
Labor	3,026	11,385	-	-	-
INTERNAL SERVICES	37,661	65,481	92,000	92,000	-
Electrical Services	1,886	1,996	1,800	1,800	-
Water & Sewer	10,307	-	-	-	-
Postal Services	733	675	700	700	-
Telecommunications	7,679	7,807	4,500	400	(4,100)
Property Insurance	841	814	800	800	-
Motor Vehicle Insurance	3,376	3,914	4,000	4,000	-
Group Accident	16,553	17,304	14,000	14,000	-

# Public Safety – Fire and Rescue Department

## Expenditure Detail - continued:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b><i>FIRE &amp; RESCUE - continued</i></b>					
Office Equipment	927	868	1,000	1,000	-
Mileage & Transportation	46	185	200	200	-
Travel & Training	16,746	16,644	10,000	10,000	-
Volunteer Fire Department	192,000	192,000	192,000	192,000	-
Volunteer Fireman Incentive	539	719	500	500	-
Dues & Memberships	1,918	2,092	3,800	3,800	-
Misc Charges & Fees	(2)	5	-	-	-
Background Checks	20	-	-	-	-
Office Supplies	3,304	2,710	3,200	3,200	-
Food & Food Service	5,767	4,044	1,000	3,000	2,000
Medical & Laboratory	25,899	23,683	14,000	24,000	10,000
Laundry & Janitorial	862	1,012	1,300	1,300	-
Vehicle & Equipment Fuels	2,059	2,666	2,000	2,000	-
Vehicle & Equipment Supplies	2,060	1,115	1,000	1,000	-
Uniforms & Apparel	25,137	61,311	34,100	34,100	-
Books & Subscriptions	1,911	1,256	4,500	4,500	-
Other Operating Supplies	54,941	31,071	23,500	23,500	-
Computer Hardware/Software	58	1,829	-	-	-
OTHER CHARGES	<b>375,567</b>	<b>375,720</b>	<b>317,900</b>	<b>325,800</b>	<b>7,900</b>
Machinery & Equipment	-	42,626	45,000	-	(45,000)
Motor Vehicle & Equipment	-	-	40,000	-	(40,000)
CAPITAL	-	42,626	85,000	-	(85,000)
<b>TOTAL FIRE</b>	<b>5,566,513</b>	<b>5,549,279</b>	<b>5,664,000</b>	<b>5,855,900</b>	<b>191,900</b>
<b><i>FIRE GRANTS</i></b>					
Regular	16,675	-	-	-	-
FICA	1,248	-	-	-	-
VRS-Employer	2,150	-	-	-	-
Insurance-Employer	215	-	-	-	-
Worker's Compensation	732	-	-	-	-
Benefits Admin Fee	10	-	-	-	-
VRS Health Insurance Credit	26	-	-	-	-
PERSONNEL	<b>21,056</b>	-	-	-	-
Training/Education	-	4,499	-	-	-
Repairs & Maintenance	-	2,736	-	-	-
Other Purchased Services	1,461	-	-	-	-
CONTRACTUAL SERVICES	<b>1,461</b>	<b>7,235</b>	-	-	-

# Public Safety – Fire and Rescue Department

## *Expenditure Detail - continued:*

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b><i>FIRE GRANTS - continued</i></b>					
Telecommunications	5,021	6,722	9,100	9,100	-
Travel & Training	20,739	27,506	7,000	7,000	-
Medical & Laboratory	3,518	6,455	14,100	49,900	35,800
Uniforms & Apparel	86,837	84,551	46,800	40,800	(6,000)
Books & Subscriptions	1,569	2,446	1,700	1,700	-
Other Operating Supplies	50,946	42,842	591,600	781,600	190,000
Computer Hardware/Software	12,515	1,400	-	-	-
OTHER CHARGES	181,145	171,922	670,300	890,100	219,800
Machinery & Equipment	111,788	-	50,000	166,000	116,000
CAPITAL	111,788	-	50,000	166,000	116,000
<b>TOTAL FIRE GRANTS</b>	<b>315,450</b>	<b>179,157</b>	<b>720,300</b>	<b>1,056,100</b>	<b>335,800</b>
<b><i>HAZARDOUS MATERIAL</i></b>					
Regular	12,702	12,247	12,300	12,500	200
Overtime	-	57	-	-	-
FICA	972	942	968	994	26
VRS-Employer	1,502	1,127	1,181	1,205	24
Insurance Employer	153	154	161	164	3
VA Local Disability Plan	75	70	73	90	17
Worker's Compensation	11	8	8	8	-
Benefits Admin Fee	9	11	12	12	-
Employee Benefits	1,659	1,798	1,881	2,012	131
VRS Health Ins Credit	19	15	16	15	(1)
PERSONNEL	17,102	16,429	16,600	17,000	400
Health Care Services	12,423	15,108	10,700	10,700	-
Repairs & Maintenance	-	1,100	1,500	1,500	-
Vehicle Repairs & Maint	592	2,835	5,100	5,100	-
CONTRACTUAL SERVICES	13,015	19,043	17,300	17,300	-
Fuel	107	38	500	500	-
Parts	-	122	500	500	-
Labor	51	253	500	500	-
INTERNAL SERVICES	158	413	1,500	1,500	-

## Public Safety – Fire and Rescue Department

### *Expenditure Detail - continued:*

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b><i>HAZMAT - continued</i></b>					
Postal Services	13	38	100	100	-
Telecommunications	1,537	1,422	3,000	3,000	-
Motor Vehicle Insurance	1,936	1,547	2,400	2,400	-
Office Equipment	352	408	500	500	-
Mileage & Transportation	329	-	100	100	-
Travel & Training	2,090	1,214	1,100	1,100	-
Office Supplies	215	107	200	200	-
Vehicle & Equipment Fuels	-	185	100	100	-
Vehicle & Equipment Supplies	-	7,730	100	100	-
Books & Subscriptions	-	-	200	200	-
Other Operating Supplies	15,741	11,998	20,000	20,000	-
OTHER CHARGES	22,213	24,649	27,800	27,800	-
<b>TOTAL HAZARDOUS MATERIAL</b>	<b>52,488</b>	<b>60,534</b>	<b>63,200</b>	<b>63,600</b>	<b>400</b>
<b>TOTAL FIRE DEPARTMENT</b>	<b>5,934,451</b>	<b>5,788,970</b>	<b>6,447,500</b>	<b>6,975,600</b>	<b>528,100</b>

## 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:***

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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:***

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EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Contracted Parking	2,300	2,400	2,400	2,400	-
CONTRACTUAL SERVICES	2,300	2,400	2,400	2,400	-
Telecommunications	382	273	250	300	50
Lease of Buildings	101,416	101,260	101,300	101,300	-
Office Supplies	-	562	2,400	2,400	-
Food & Food Service	424	371	400	400	-
Other Operating Supplies	-	-	50	-	(50)
OTHER CHARGES	102,222	102,466	104,400	104,400	-
<b>TOTAL J &amp; DR Court Services</b>	<b>104,522</b>	<b>104,866</b>	<b>106,800</b>	<b>106,800</b>	<b>-</b>

## Public Safety – Inspections

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

### ***Strategic Plan Goals:***

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- 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:***

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

## Public Safety – Inspections

### Performance Measures – Outcomes/Trends:

Indicators	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Output Measures</b>					
Graffiti Abatement	9	32	28	10	15
Housing Choice Voucher	360	334	165	200	300
Nuisance	853	762	696	600	650
Overcrowding	35	27	19	15	20
Property Maintenance	256	235	244	250	250
Rental Housing	339	229	215	525	400
Vacant Building Registry	61	61	52	65	60
Zoning Violations	201	415	370	300	300
Residential Construction Value	\$15,705,059	\$16,001,040	\$27,063,432	\$12,000,000	\$10,000,000
Commercial Construction Value	\$51,870,386	\$32,435,687	\$24,047,180	\$25,000,000	\$25,000,000

### Expenditure Summary:

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	410,920	483,111	514,100	552,500	38,400
Contractual Services	10,275	11,102	19,900	15,900	(4,000)
Internal Services	12,566	13,023	11,100	11,200	100
Other Charges	20,409	18,349	28,000	20,900	(7,100)
<b>TOTAL EXPENDITURES</b>	<b>454,170</b>	<b>525,585</b>	<b>573,100</b>	<b>600,500</b>	<b>27,400</b>

### Staffing Summary:

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Inspections	7.5	7.5	7.5	7.5	0
<b>Total</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>	<b>7.5</b>	<b>0</b>

# Public Safety – Inspections

## Expenditure Detail:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Regular	301,062	351,757	370,728	402,274	31,546
Overtime	580	642	350	350	-
FICA	22,249	25,458	26,786	29,324	2,538
VRS-Employer	35,715	32,571	35,590	36,281	691
Retirees	4,944	5,424	5,700	6,000	300
Insurance Employer	3,636	4,445	4,856	5,270	414
VA Local Disability Plan	112	105	152	323	171
Worker's Compensation	2,548	2,200	2,239	2,250	11
Tuition Assistance	-	-	500	500	-
Benefits Admin Fee	152	253	270	270	-
Employee Benefits	39,470	59,815	66,446	69,176	2,730
VRS Health Ins Credit	452	441	483	482	(1)
<b>PERSONNEL</b>	<b>410,920</b>	<b>483,111</b>	<b>514,100</b>	<b>552,500</b>	<b>38,400</b>
Vehicle Repairs & Maint	55	102	500	500	-
Mowing & Trimming	-	460	4,500	500	(4,000)
Printing & Binding	785	370	900	900	-
Clean-up Private Parcels	9,435	10,170	14,000	14,000	-
<b>CONTRACTUAL SERV</b>	<b>10,275</b>	<b>11,102</b>	<b>19,900</b>	<b>15,900</b>	<b>(4,000)</b>
Fuel	3,171	3,001	3,500	3,500	-
Parts	3,044	2,666	2,500	2,500	-
Labor	6,201	7,194	5,000	5,000	-
Copier Charges	150	162	100	200	100
<b>INTERNAL SERVICES</b>	<b>12,566</b>	<b>13,023</b>	<b>11,100</b>	<b>11,200</b>	<b>100</b>
Postal Services	5,683	5,378	5,000	5,000	-
Telecommunications	4,433	4,019	6,500	-	(6,500)
Motor Vehicle Insurance	2,844	2,349	3,600	3,600	-
Mileage & Transportation	8	140	50	100	50
Travel & Training	1,845	1,576	4,500	3,800	(700)
Dues & Memberships	250	400	600	400	(200)
Court Filing Fees	240	228	200	300	100
Misc Charges & Fees	130	-	50	100	50
Office Supplies	1,561	1,492	1,500	1,500	-
Vehicle & Equipment Fuels	69	52	100	100	-
Uniforms & Apparel	1,322	1,461	1,400	1,400	-
Books & Subscriptions	992	331	3,500	3,500	-
Other Operating Supplies	1,032	923	1,000	1,100	100
<b>OTHER CHARGES</b>	<b>20,409</b>	<b>18,349</b>	<b>28,000</b>	<b>20,900</b>	<b>(7,100)</b>
<b>TOTAL INSPECTIONS</b>	<b>454,170</b>	<b>525,585</b>	<b>573,100</b>	<b>600,500</b>	<b>27,400</b>

## 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.

### Goals and Objectives:

- Develop a training and exercise program to prepare staff for Emergency Operations Center (EOC) activations and operations
- Develop and present for Adoption by City Council a Regional Mitigation Plan
- Develop and present for Adoption by City Council the City's Emergency Operations (EOP) Plan 2018 Edition
- Participate in the Commonwealth's Homeland Security Exercise and Evaluation Program
- Establish a Radio System Oversight Committee

### Performance Measures:

Indicators	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Outcome Measures</b>					
Achieve Effective Emergency Operations Center (EOC) operations through trained staff	Yes	Yes	Yes	Yes	Yes
Provide professional and improved services to the Community through a comprehensive Emergency Operations Plan (EOP)	n/a	n/a	n/a	Yes	Yes
Adhere to applicable grant criteria to remain eligible for FEMA and VDEM grants	Yes	Yes	Yes	Yes	Yes
Maintain 800Mhz Radio System at maximum effectiveness by keeping the system up to date with software and hardware requirements	n/a	n/a	Yes	Yes	Yes

## Public Safety – Emergency Management

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

<b>Expenditure by Classification</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Personnel Services	105,327	118,823	152,500	165,400	12,900
Contractual Services	396	6,595	273,000	361,500	88,500
Internal Services	3,709	5,379	3,400	3,400	-
Other Charges	6,309	57,462	23,000	22,400	(600)
Capital	29,032	-	-	165,000	165,000
<b>TOTAL EXPENDITURES</b>	<b>144,773</b>	<b>188,259</b>	<b>451,900</b>	<b>717,700</b>	<b>265,800</b>

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

<b>Full-Time Employees</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>Inc/(Dec)</b>
Emergency Management	2.0	2.0	2.0	2.0	0
<b>Total</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0</b>

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

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Regular	37,500	81,364	88,657	125,219	36,562
Overtime	1,811	2,497	-	-	-
Part-time Non-Classified	45,596	2,623	25,000	-	(25,000)
FICA	6,133	6,065	8,107	9,845	1,738
VRS-Employer	4,420	7,141	8,511	11,257	2,746
Insurance Employer	450	974	1,162	1,641	479
VA Local Disability Plan	222	441	499	846	347
Worker's Compensation	41	301	345	347	2
Benefits Admin Fee	24	63	72	72	-
Employee Benefits	9,074	17,257	20,032	16,022	(4,010)
VRS Health Insurance Credit	56	97	115	151	36
<b>PERSONNEL</b>	<b>105,327</b>	<b>118,823</b>	<b>152,500</b>	<b>165,400</b>	<b>12,900</b>
Repairs & Maintenance	-	-	272,000	360,500	88,500
Computer Hardware/Software	-	6,565	-	-	-
Printing & Binding	396	30	1,000	1,000	-
<b>CONTRACTUAL SERVICES</b>	<b>396</b>	<b>6,595</b>	<b>273,000</b>	<b>361,500</b>	<b>88,500</b>

## Public Safety – Emergency Management

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Fuel	676	647	700	700	-
Parts	921	2,087	1,200	1,200	-
Labor	2,112	2,645	1,500	1,500	-
INTERNAL SERVICES	3,709	5,379	3,400	3,400	-
Electrical Services	950	3,926	4,200	4,200	-
Postal Services	13	248	950	950	-
Telecommunications	1,663	2,284	2,000	400	(1,600)
Motor Vehicle Insurance	1,091	1,291	1,600	1,600	-
Office Equipment	225	225	400	400	-
Mileage & Transportation	-	562	750	750	-
Travel & Training	1,293	1,081	2,000	3,000	1,000
Dues & Memberships	-	150	350	350	-
Office Supplies	102	1,188	1,200	1,200	-
Food & Food Service	118	1,454	100	100	-
Vehicle & Equipment Fuels	-	827	1,000	1,000	-
Uniforms & Apparel	-	-	750	750	-
Vehicle & Equipment Supplies	-	-	400	400	-
Other Operating Supplies	854	44,226	7,300	7,300	-
OTHER CHARGES	6,309	57,462	23,000	22,400	(600)
Machinery & Equipment	-	-	-	165,000	165,000
Motor Vehicle & Equipment	29,032	-	-	-	-
CAPITAL	29,032	-	-	165,000	165,000
<b>TOTAL EMERGENCY MGMT</b>	<b>144,773</b>	<b>188,259</b>	<b>451,900</b>	<b>717,700</b>	<b>265,800</b>

## Public Works – Streets/Storm Drainage

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

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

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

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

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	82,261	109,580	170,900	135,400	(35,500)
Contractual Services	78,056	65,441	106,500	72,500	(34,000)
Other Charges	14,064	18,848	14,600	14,600	-
<b>TOTAL EXPENDITURES</b>	<b>174,381</b>	<b>193,869</b>	<b>292,000</b>	<b>222,500</b>	<b>(69,500)</b>

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

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Streets	0	1.0	1.0	1.0	0
Storm Drainage	1.0	1.0	1.0	1.0	0
<b>Total</b>	<b>1.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0</b>

## Public Works – Streets/Storm Drainage

### *Expenditure Detail:*

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>STREETS</b>					
Regular	7,757	27,958	45,318	47,891	2,573
Overtime	20,181	1,934	22,000	2,000	(20,000)
FICA	2,095	2,250	5,521	3,855	(1,666)
VRS-Employer	1,555	2,179	4,350	4,304	(46)
Insurance Employer	118	297	594	628	34
VA Local Disability Plan	9	110	31	345	314
Worker's Compensation	1,182	481	1,286	284	(1,002)
Benefits Admin Fee	11	14	36	36	-
Employee Benefits	-	1,987	5,700	6,100	400
VRS Health Ins Credit	13	30	64	57	(7)
PERSONNEL	32,921	37,240	84,900	65,500	(19,400)
Landscaping Service	16,130	25,480	35,000	51,000	16,000
Printing & Binding	-	175	-	-	-
Laundry & Dry Cleaning	-	-	1,500	1,500	-
CONTRACTUAL SERV	16,130	25,655	36,500	52,500	16,000
General Liability Insurance	8,391	8,027	9,000	9,000	-
Rental Equipment	1,427	4,506	1,000	1,000	-
Food & Food Service	-	1,075	-	-	-
Landscaping/Agricultural Supplies	171	-	200	200	-
Laundry & Janitorial	105	920	200	200	-
Repair & Maintenance Supplies	816	950	1,000	1,000	-
Uniforms & Apparel	154	370	200	200	-
OTHER CHARGES	11,064	15,848	11,600	11,600	-
<b>TOTAL STREETS</b>	<b>60,115</b>	<b>78,743</b>	<b>133,000</b>	<b>129,600</b>	<b>(3,400)</b>
<b>STORM DRAINAGE</b>					
Regular	36,453	53,803	63,605	49,439	(14,166)
FICA	2,621	3,837	4,535	3,364	(1,171)
VRS-Employer	4,407	4,973	6,106	4,444	(1,662)
Insurance Employer	450	679	833	648	(185)
VA Local Disability Plan	-	-	-	349	349
Worker's Compensation	30	36	42	34	(8)
Benefits Admin Fee	15	30	36	36	-
Employee Benefits	5,308	8,915	10,760	11,525	765
VRS Health Ins Credit	56	67	83	61	(22)
PERSONNEL	49,340	72,340	86,000	69,900	(16,100)

## Public Works – Streets/Storm Drainage

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b><i>Storm Drainage - continued</i></b>					
Engineering & Architect	61,926	-	20,000	20,000	-
Professional Services	-	39,786	50,000	-	(50,000)
CONTRACTUAL SERVICES	61,926	39,786	70,000	20,000	(50,000)
Misc Charges & Fees	3,000	3,000	3,000	3,000	-
OTHER CHARGES	3,000	3,000	3,000	3,000	-
<b>TOTAL STORM DRAINAGE</b>	<b>114,266</b>	<b>115,126</b>	<b>159,000</b>	<b>92,900</b>	<b>(66,100)</b>
<b>TOTAL</b>	<b>174,381</b>	<b>193,869</b>	<b>292,000</b>	<b>222,500</b>	<b>(69,500)</b>

## Public Works – Loudoun Mall

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

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

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

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

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

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	13,599	1,245	40,800	4,500	(36,300)
Contractual Services	37,359	37,285	32,000	39,000	7,000
Internal Services	5,561	5,910	5,000	5,000	-
Other Charges	34,593	25,899	26,400	40,400	14,000
<b>TOTAL EXPENDITURES</b>	<b>91,112</b>	<b>70,339</b>	<b>104,200</b>	<b>88,900</b>	<b>(15,300)</b>

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

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Loudoun Mall	1.0	1.0	1.0	0	(1.0)
<b>Total</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>0</b>	<b>(1.0)</b>

## Public Works – Loudoun Mall

### *Expenditure Detail:*

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Regular	9,430	-	26,776	-	(26,776)
Part-time Non-classified	1,924	1,141	4,000	4,000	-
FICA	862	87	2,309	306	(2,003)
VRS-Employer	1,038	-	2,575	-	(2,575)
Insurance Employer	104	-	352	-	(352)
Worker's Compensation	223	17	451	194	(257)
Benefits Admin Fee	6	-	27	-	(27)
Employee Benefits	-	-	4,275	-	(4,275)
VRS Health Ins Credit	12	-	35	-	(35)
PERSONNEL	13,599	1,245	40,800	4,500	(36,300)
Repairs & Maintenance	20,589	16,673	17,000	17,000	-
Landscaping	16,770	20,612	15,000	22,000	7,000
CONTRACTUAL SERV	37,359	37,285	32,000	39,000	7,000
Fuel	2,360	1,396	3,000	3,000	-
Parts	377	1,662	1,000	1,000	-
Labor	2,824	2,852	1,000	1,000	-
INTERNAL SERVICES	5,561	5,910	5,000	5,000	-
Electrical Services	14,314	13,435	12,000	14,000	2,000
Water & Sewer	5,174	-	-	-	-
Telecommunications	-	-	-	12,000	12,000
Landscaping/Agricultural	-	2,577	2,000	2,000	-
Laundry & Janitorial	2,949	2,963	3,000	3,000	-
Repairs & Maintenance	11,135	5,722	7,000	7,000	-
Other Operating Supplies	-	25	900	900	-
Chemicals	1,021	1,177	1,500	1,500	-
OTHER CHARGES	34,593	25,899	26,400	40,400	14,000
<b>TOTAL LOUDOUN MALL</b>	<b>91,112</b>	<b>70,339</b>	<b>104,200</b>	<b>88,900</b>	<b>(15,300)</b>

## Public Works – Refuse & Recycling

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

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

### ***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	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Output Measures</b>					
Refuse Collected (tons)	6,451	6,452	6,603	6,410	6,500
Recycling Collected (tons)	3,088	2,970	2,939	2,741	2,800

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

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	915,145	899,707	945,100	987,100	42,000
Contractual Services	254,066	271,466	278,000	334,500	56,500
Internal Services	159,322	177,478	181,000	181,000	-
Other Charges	65,875	80,632	73,400	80,400	7,000
Capital	-	211,783	200,000	-	(200,000)
<b>TOTAL EXPENDITURES</b>	<b>1,394,408</b>	<b>1,641,066</b>	<b>1,677,500</b>	<b>1,583,000</b>	<b>(94,500)</b>

## Public Works – Refuse & Recycling

### Staffing Summary:

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Refuse	18.5	18.5	18.0	18.0	0
<b>Total</b>	<b>18.5</b>	<b>18.5</b>	<b>18.0</b>	<b>18.0</b>	<b>0</b>

### Expenditure Detail:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Regular	639,547	619,448	643,222	667,564	24,342
Overtime	6,494	12,496	7,500	12,500	5,000
Part-time Non-classified	-	-	6,115	6,115	-
FICA	48,712	46,872	47,999	50,291	2,292
VRS-Employer	74,085	56,802	61,749	60,706	(1,043)
Retirees	4,944	5,424	5,700	6,000	300
Insurance Employer	7,561	7,751	8,425	8,744	319
VA Local Disability Plan	478	842	1,045	1,418	373
Worker's Compensation	25,122	21,573	22,675	27,068	4,393
Benefits Admin Fee	421	610	655	655	-
Employee Benefits	106,841	127,121	139,178	145,238	6,060
VRS Health Ins Credit	940	768	837	801	(36)
<b>PERSONNEL</b>	<b>915,145</b>	<b>899,707</b>	<b>945,100</b>	<b>987,100</b>	<b>42,000</b>
Other Professional Services	-	-	-	30,000	30,000
Employment Agencies	-	-	3,500	-	(3,500)
Repairs & Maintenance	3,297	3,458	3,500	3,500	-
Vehicle Repairs & Maint	30,097	4,812	11,500	11,500	-
Printing & Binding	3,479	2,614	1,000	1,000	-
Local Media	1,444	1,941	1,500	1,500	-
Laundry & Dry Cleaning	11,497	12,449	12,000	12,000	-
Sanitary Landfill Usage	204,252	246,192	245,000	275,000	30,000
<b>CONTRACTUAL SERV</b>	<b>254,066</b>	<b>271,466</b>	<b>278,000</b>	<b>334,500</b>	<b>56,500</b>
Fuel	41,088	42,316	60,000	60,000	-
Parts	45,749	36,334	42,000	42,000	-
Labor	72,485	98,828	79,000	79,000	-
<b>INTERNAL SERVICES</b>	<b>159,322</b>	<b>177,478</b>	<b>181,000</b>	<b>181,000</b>	<b>-</b>
Postal Services	1,454	1,636	1,000	1,000	-
Telecommunications	2,788	2,786	3,000	-	(3,000)
Motor Vehicle Insurance	7,884	6,065	8,500	8,500	-

## Public Works – Refuse & Recycling

### *Expenditure Detail - continued:*

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Office Equipment Rental	1,992	1,350	1,300	1,300	-
Mileage & Transportation	4	-	500	500	-
Travel & Training	1,782	782	1,000	1,000	-
Dues & Assoc Memberships	-	150	-	-	-
Misc Charges & Fees	17	10	-	-	-
Recycling Processing	18,068	22,467	20,000	25,000	5,000
Office Supplies	389	500	500	500	-
Food & Food Service	1,252	1,446	1,300	1,300	-
Medical & Laboratory	3,121	2,925	3,000	3,000	-
Laundry & Janitorial	1,558	694	1,000	1,000	-
Repairs & Maintenance	81	294	100	100	-
Vehicle & Equipment Fuels	31	334	-	-	-
Vehicle & Equipment	8,134	1,781	2,000	2,000	-
Uniforms & Apparel	16,718	20,585	15,000	20,000	5,000
Books & Subscriptions	183	-	200	200	-
Other Operating Supplies	419	16,827	15,000	15,000	-
OTHER CHARGES	65,875	80,632	73,400	80,400	7,000
Motor Vehicle & Equipment	-	211,783	200,000	-	(200,000)
CAPITAL	-	211,783	200,000	-	(200,000)
<b>TOTAL REFUSE</b>	<b>1,394,408</b>	<b>1,641,066</b>	<b>1,677,500</b>	<b>1,583,000</b>	<b>(94,500)</b>

## Public Works – Facilities Maintenance

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

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

The maintenance activities that Facility Maintenance is responsible for includes: Interior building maintenance, exterior building maintenance, landscaping maintenance, and daily custodial services. In addition to the routine maintenance of the facilities, Facilities Maintenance also manages and oversees capital improvements to these City owned buildings and properties.

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

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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:***

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<b>Expenditure by Classification</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Personnel Services	631,024	647,319	667,300	884,700	217,400
Contractual Services	397,083	311,390	291,300	341,000	49,700
Internal Services	7,970	10,313	7,000	9,000	2,000
Other Charges	824,929	960,598	946,400	955,600	9,200
Capital	-	32,433	-	55,000	55,000
<b>TOTAL EXPENDITURES</b>	<b>1,861,006</b>	<b>1,962,053</b>	<b>1,912,000</b>	<b>2,245,300</b>	<b>333,300</b>

## Public Works – Facilities Maintenance

### Staffing Summary:

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
JJC	4.0	3.0	3.0	3.0	0
Facilities Maintenance	11.0	12.0	12.0	16.0	4.0
<b>Total</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>	<b>19.0</b>	<b>4.0</b>

### Expenditure Detail:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>Joint Judicial Center (JJC)</b>					
Regular	87,333	83,052	85,119	94,809	9,690
Overtime	455	675	1,000	1,000	-
Part-time Non-classified	773	-	-	-	-
FICA	6,322	5,978	6,143	7,028	885
VRS-Employer	10,195	7,651	8,171	8,829	658
Insurance Employer	1,036	1,044	1,115	1,241	126
VA Local Disability Plan	311	277	299	429	130
Worker's Compensation	1,474	1,174	1,209	1,283	74
Benefits Admin Fee	81	110	115	115	-
Employee Benefits	17,156	17,401	18,126	18,658	532
VRS Health Ins Credit	120	96	103	108	5
PERSONNEL	125,256	117,458	121,400	133,500	12,100
Other Professional Services	-	922	-	-	-
Repairs & Maintenance	84,502	105,120	120,000	120,000	-
Mowing & Trimming	-	-	300	-	(300)
CONTRACTUAL SERV	84,502	106,042	120,300	120,000	(300)
Electrical Services	130,618	122,140	135,000	135,000	-
Heating Services	18,987	21,701	35,000	35,000	-
Water & Sewer	24,124	26,115	30,000	34,000	4,000
Telecommunications	36,404	35,213	36,000	38,000	2,000
Property Insurance	10,283	10,010	15,000	15,000	-
General Liability Insurance	1,370	1,231	1,500	1,500	-
Office Supplies	-	1,295	500	500	-
Food & Food Service	450	358	500	500	-
Landscaping/Agricultural	-	10	300	300	-
Laundry & Janitorial	12,959	13,548	15,000	15,000	-
Repairs & Maintenance	23,784	17,835	20,000	20,000	-
Vehicle & Equipment Fuels	1,050	-	-	-	-

## Public Works – Facilities Maintenance

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>JJC - continued</b>					
Other Operating Supplies	759	680	1,000	1,000	-
Chemicals	-	-	1,000	1,000	-
OTHER CHARGES	260,788	250,136	290,800	296,800	6,000
<b>TOTAL JJC</b>	<b>470,546</b>	<b>473,636</b>	<b>532,500</b>	<b>550,300</b>	<b>17,800</b>
<b>Facilities Maintenance</b>					
Regular	359,505	385,609	393,389	534,328	140,939
Overtime	9,734	4,725	3,500	3,500	-
FICA	28,096	29,438	30,399	40,292	9,893
VRS-Employer	41,821	34,997	37,767	48,486	10,719
Insurance Employer	4,253	4,776	5,153	6,999	1,846
VA Local Disability Plan	557	735	948	2,240	1,292
Worker's Compensation	6,938	5,833	5,852	8,740	2,888
Benefits Admin Fee	258	398	423	554	131
Employee Benefits	54,077	62,876	67,958	105,417	37,459
VRS Health Ins Credit	529	474	511	644	133
PERSONNEL	505,768	529,861	545,900	751,200	205,300
Other Professional Services	2,378	-	-	-	-
Repairs & Maintenance	304,781	203,885	170,000	220,000	50,000
Vehicle Repairs & Maint	4,295	977	1,000	1,000	-
Printing & Binding	33	-	-	-	-
Local Media	944	486	-	-	-
Laundry Dry Cleaning	150	-	-	-	-
CONTRACTUAL SERV	312,581	205,348	171,000	221,000	50,000
Fuel	3,186	2,984	4,000	4,000	-
Parts	2,489	1,620	1,000	1,000	-
Labor	2,295	5,709	2,000	4,000	2,000
INTERNAL SERVICES	7,970	10,313	7,000	9,000	2,000
Electrical Services	138,692	131,865	140,000	140,000	-
Heating Services	13,757	17,571	30,000	30,000	-
Water & Sewer	13,417	143,346	83,800	95,000	11,200
Telecommunications	54,498	52,120	55,000	47,000	(8,000)
Property Insurance	33,951	37,145	35,000	35,000	-
Motor Vehicle Insurance	2,054	1,648	2,900	2,900	-
Lease/Rent of Equipment	-	5,881	-	-	-
Building Rent	253,079	254,441	254,000	254,000	-

## Public Works – Facilities Maintenance

### *Expenditure Detail - continued:*

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>Fac Maint - continued</b>					
Travel & Training	4,067	3,191	4,000	4,000	-
Dues & Memberships	329	-	-	-	-
Office Supplies	640	40	1,000	1,000	-
Food & Food Service	96	-	100	100	-
Landscaping/Agricultural	450	674	1,000	1,000	-
Laundry & Janitorial	15,377	16,524	15,000	15,000	-
Repairs & Maintenance	24,805	40,855	27,000	27,000	-
Vehicle & Equipment Fuel	1,526	48	500	500	-
Vehicle & Equipment Supplies	-	-	500	500	-
Uniforms & Apparel	3,073	2,101	3,500	3,500	-
Other Operating Supplies	3,679	3,012	1,800	1,800	-
Chemicals	-	-	500	500	-
Computer Equipment	651	-	-	-	-
OTHER CHARGES	564,141	710,462	655,600	658,800	3,200
Motor Vehicle & Equipment	-	32,433	-	55,000	55,000
CAPITAL	-	32,433	-	55,000	55,000
<b>Facilities Maintenance</b>	<b>1,390,460</b>	<b>1,488,417</b>	<b>1,379,500</b>	<b>1,695,000</b>	<b>315,500</b>
<b>TOTAL FACILITIES MAINT</b>	<b>1,861,006</b>	<b>1,962,053</b>	<b>1,912,000</b>	<b>2,245,300</b>	<b>333,300</b>

## Health & Welfare – Real Estate Tax Relief

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

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

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

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Real Estate Tax Relief	238,425	232,694	250,000	250,000	-
OTHER CHARGES	238,425	232,694	250,000	250,000	-
<b>TOTAL TAX RELIEF</b>	<b>238,425</b>	<b>232,694</b>	<b>250,000</b>	<b>250,000</b>	<b>-</b>

## Parks, Recreation & Cultural – Parks & Recreation

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

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

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

## Parks, Recreation & Cultural – Parks & Recreation

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

- Pursue implementation of field maintenance program to improve quality of fields enhancing athletic opportunities.
- Conduct a thorough review of all programs and determine which if any programs should be continued or revised.
- Conduct a survey of all programs and facilities with the goal of identifying gaps and how such gaps may be addressed.
- 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.
- Provide financial aid opportunities in partnership with the Winchester Parks Foundation for City residents who may not be able to afford services.
- Continue to develop Bridgeforth Stadium into a premiere Baseball Stadium in the region enabling the stadium and its facilities to host such events as Valley League play and a NCAA baseball tournament with Shenandoah University
- Review utilization of fields and areas that may be utilized for additional athletic and recreational purposes.

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

Indicators	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Output Measures</b>					
Number of seasonal Pavilion rentals	574	390	411	500	500
Number of rental hours for athletic fields, courts, and tracks <sup>1</sup>	8,072	8,576	7,235	7,050	7,100
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 <sup>2</sup>	1,800	1,825	1,650	1,650	1,700
Number of Community Recreation Program offerings <sup>3</sup>	179	190	105	120	130
Number of Memberships	161	191	176	268	280
Number of Park Participants <sup>4</sup>	39,000	38,000	100,000	100,000	105,000

## Parks, Recreation & Cultural – Parks & Recreation

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

Indicators	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Outcome Measures</b>					
Winchester Parks & Recreation is open for 360 days per year, 14 hours per day average	Yes	Yes	Yes	Yes	Yes
Maintain an equipment maintenance and replacement program to reduce operational down times	Yes	Yes	Yes	Yes	Yes
Provide safe, comprehensive, quality recreation programs, facilities and services	Yes	Yes	Yes	Yes	Yes
Offering new affordable Community Recreation programs	Yes	Yes	Yes	Yes	Yes
Expansion of Community Rec programs focusing on Teens and Seniors based on 2015 Needs Assessment	n/a	n/a	n/a	Yes	Yes
Maintain existing facilities to improve customer satisfaction and overall memberships	n/a	n/a	n/a	Yes	Yes

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

<sup>2</sup>Number of hours spent mowing was determined by taking readings of the hour meters on the mowers and averaged over the years the mower has been in service. 1,650 hours does not include preparation, travel, or weed eating. Total time spent mowing is an average of 3,400.

<sup>3</sup>Unsuccessful community programs were eliminated in an effort to encourage quality service within the programs currently offered, which are thriving. Available space has become an ever present factor in the ability to expand programming.

<sup>4</sup>38,000-39,000 participants were served in programs where registration occurred. We estimate the park serves a total of 100,000 participants per year through registered programs, facility rentals, park events, etc.

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

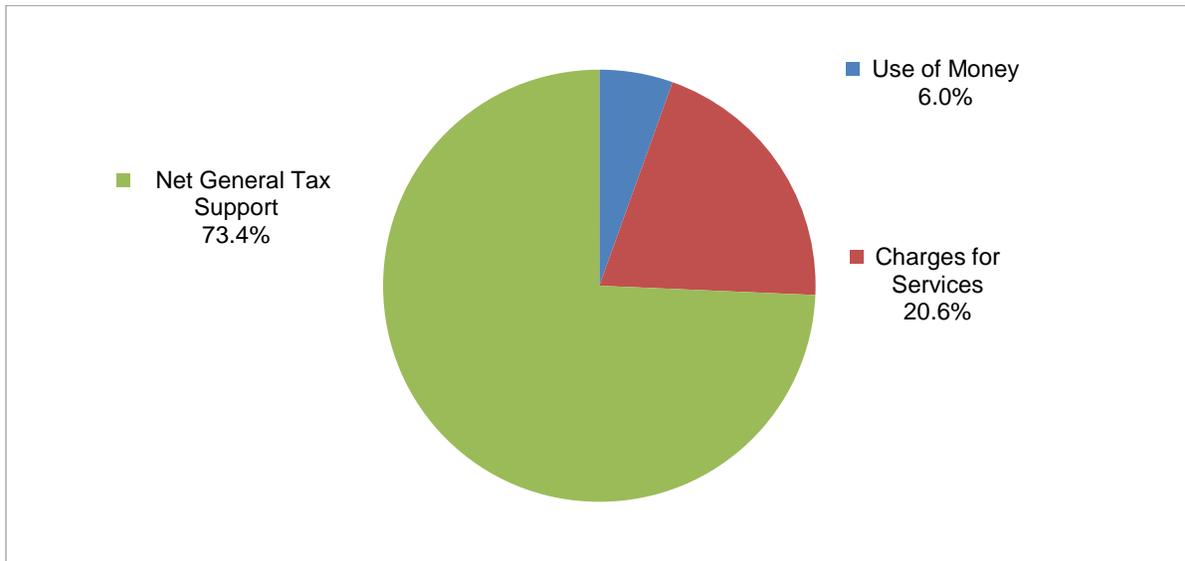
Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Supervision Division	6.0	5.0	5.0	3.0	(2.0)
Special Events	0.0	0.0	0.0	1.0	1.0
Maintenance Division	11.0	11.0	11.0	9.0	(2.0)
Community Recreation	0.0	0.0	0.0	1.0	1.0
Indoor Pool Division	2.0	2.0	2.0	2.0	0
War Memorial	0.0	0.0	0.0	2.0	2.0
Child Care Division	3.0	3.0	3.0	3.0	0
Athletics Division	2.0	2.0	2.0	2.0	0
Total	24.0	23.0	23.0	23.0	0

# Parks, Recreation & Cultural – Parks & Recreation

## Revenue Sources:

Revenue Sources	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Use of Money	157,911	174,850	155,000	175,000	20,000
Charges for Services	552,956	570,290	569,300	606,900	37,600
Miscellaneous Revenue	2,485	27,675	-	-	-
Recovered Costs	1,169	1,832	-	-	-
Federal Revenue	4,058	5,382	4,000	4,000	-
Subtotal Designated Revenue	718,579	780,029	728,300	785,900	57,600
<b>Net General Tax Support</b>	<b>1,559,860</b>	<b>1,659,794</b>	<b>2,096,600</b>	<b>2,164,400</b>	<b>67,800</b>

### FY 2019 Revenue Sources

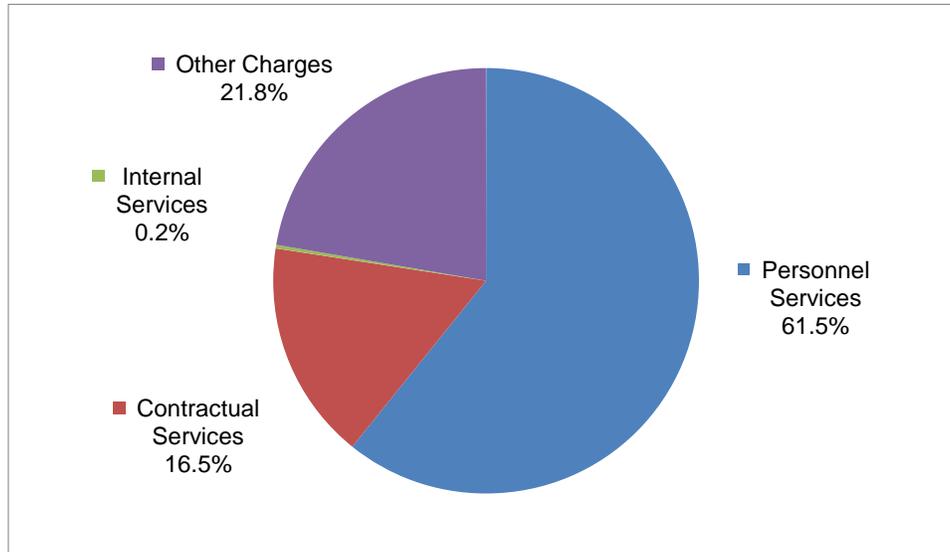


# Parks, Recreation & Cultural – Parks & Recreation

## ***Expenditure Summary:***

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	1,417,750	1,502,499	1,717,800	1,815,600	97,800
Contractual Services	260,575	349,002	469,850	487,650	17,800
Internal Services	13,704	7,706	7,500	5,000	(2,500)
Other Charges	569,258	563,605	629,750	642,050	12,300
Capital	17,152	17,011	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>2,278,439</b>	<b>2,439,823</b>	<b>2,824,900</b>	<b>2,950,300</b>	<b>125,400</b>

### FY 2019 Expenditures by Classifications



Expenditure by Division	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Parks Supervision	332,165	405,058	455,800	385,800	(70,000)
Special Events Trolley	1,689	4,066	12,100	96,700	84,600
Parks Maintenance	867,720	778,516	981,600	907,750	(73,850)
Community Recreation	27,796	25,496	34,300	80,750	46,450
Outdoor Swimming Pool	98,266	166,586	177,900	172,800	(5,100)
Indoor Swimming Pool	257,918	269,812	315,800	321,200	5,400
War Memorial & Additions	323,141	386,166	401,200	481,400	80,200
School Age Child Care	197,117	229,989	229,900	277,800	47,900
Athletic Programs	172,627	174,134	216,300	226,100	9,800
<b>TOTAL EXPENDITURES</b>	<b>2,278,439</b>	<b>2,439,823</b>	<b>2,824,900</b>	<b>2,950,300</b>	<b>125,400</b>

## Parks, Recreation & Cultural – Parks & Recreation

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>SUPERVISION</b>					
Regular	160,727	242,604	283,383	239,374	(44,009)
Overtime	32,039	2,298	500	500	-
Part-time Non-Classified	7,557	1,035	-	-	-
FICA	14,997	18,557	21,645	18,012	(3,633)
VRS-Employer	17,257	21,811	27,170	21,766	(5,404)
Retirees	412	-	-	-	-
Insurance-Employer	1,772	2,976	3,713	3,136	(577)
VA Local Disability Plan	-	20	228	567	339
Worker's Compensation	1,594	3,153	3,497	3,744	247
Benefits Admin Fee	82	141	180	144	(36)
Employee Benefits	25,815	27,394	34,815	22,768	(12,047)
VRS Health Insurance Credit	219	295	369	289	(80)
<b>PERSONNEL</b>	<b>262,471</b>	<b>320,284</b>	<b>375,500</b>	<b>310,300</b>	<b>(65,200)</b>
Other Professional Services	5,065	5,890	6,400	6,400	-
Printing & Binding	24,613	24,610	24,000	24,000	-
Local Media	348	415	2,900	2,900	-
<b>CONTRACTUAL SERV</b>	<b>30,026</b>	<b>30,915</b>	<b>33,300</b>	<b>33,300</b>	<b>-</b>
Postal Services	7,962	13,543	7,900	7,900	-
Telecommunications	1,252	1,248	2,600	-	(2,600)
Office Equipment Rental	6,927	5,496	6,500	6,500	-
Mileage	194	851	200	200	-
Travel & Training	-	3,278	2,000	2,000	-
Other Payments/Contributions	2,000	2,000	2,000	2,000	-
Dues & Memberships	210	2,967	1,600	1,400	(200)
Misc Charges & Fees	13,598	15,678	11,800	11,800	-
Office Supplies	4,704	3,104	5,800	4,800	(1,000)
Food & Food Service	329	537	400	400	-
Uniforms & Apparel	91	-	-	-	-
Books & Subscriptions	583	472	500	500	-
Other Operating Supplies	1,818	4,685	5,700	4,700	(1,000)
<b>OTHER CHARGES</b>	<b>39,668</b>	<b>53,859</b>	<b>47,000</b>	<b>42,200</b>	<b>(4,800)</b>
<b>TOTAL SUPERVISION</b>	<b>332,165</b>	<b>405,058</b>	<b>455,800</b>	<b>385,800</b>	<b>(70,000)</b>

# Parks, Recreation & Cultural – Parks & Recreation

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

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
<b>SPECIAL EVENTS</b>					
Regular	-	-	-	47,195	47,195
Part-time	-	560	1,000	4,300	3,300
FICA	2	40	89	3,525	3,436
VRS-Employer	1	4	-	4,521	4,521
Insurance-Employer	-	-	-	618	618
Worker's Compensation	1	14	11	923	912
Benefits Admin Fee	-	-	-	36	36
Employee Benefits	-	-	-	9,926	9,926
VRS Health Insurance Credit	-	-	-	56	56
<b>PERSONNEL</b>	<b>4</b>	<b>618</b>	<b>1,100</b>	<b>71,100</b>	<b>70,000</b>
Other Professional Services	-	-	-	7,600	7,600
Vehicle Repairs & Maint	-	-	2,000	2,000	-
<b>CONTRACTUAL SERV</b>	<b>-</b>	<b>-</b>	<b>2,000</b>	<b>9,600</b>	<b>7,600</b>
Fuel	111	123	3,000	1,000	(2,000)
Parts	668	581	1,000	1,000	-
Labor	862	2,744	3,500	3,000	(500)
<b>INTERNAL SERVICES</b>	<b>1,641</b>	<b>3,448</b>	<b>7,500</b>	<b>5,000</b>	<b>(2,500)</b>
Postal Services	-	-	-	100	100
Training & Education	-	-	-	2,500	2,500
Dues & Assoc Memberships	-	-	-	200	200
Vehicle/Equipment Supplies	44	-	1,500	500	(1,000)
Other Operating Supplies	-	-	-	7,700	7,700
<b>OTHER CHARGES</b>	<b>44</b>	<b>-</b>	<b>1,500</b>	<b>11,000</b>	<b>9,500</b>
<b>TOTAL SPECIAL EVENTS</b>	<b>1,689</b>	<b>4,066</b>	<b>12,100</b>	<b>96,700</b>	<b>84,600</b>
<b>MAINTENANCE</b>					
Regular	301,622	282,930	355,835	286,109	(69,726)
Overtime	12,280	6,343	10,000	10,000	-
Part-time Non-Classified	34,670	49,430	65,000	65,000	-
FICA	26,373	25,591	33,582	27,955	(5,627)
VRS-Employer	34,246	25,500	34,161	25,907	(8,254)
Retirees	4,944	4,068	-	-	-
Insurance-Employer	3,480	3,480	4,661	3,748	(913)
VA Local Disability Plan	342	324	726	759	33
Worker's Compensation	7,753	7,153	10,424	8,962	(1,462)
Flex Benefits - Admin Fee	224	296	396	288	(108)
Flex Benefits - Employee	49,335	53,065	74,903	56,428	(18,475)
VRS Health Insurance Credit	433	345	462	344	(118)
<b>PERSONNEL</b>	<b>475,702</b>	<b>458,525</b>	<b>590,150</b>	<b>485,500</b>	<b>(104,650)</b>

# Parks, Recreation & Cultural – Parks & Recreation

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

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
<b><i>Maintenance - continued</i></b>					
Other Professional Services	-	-	1,800	1,800	-
Repairs & Maintenance	62,526	65,317	96,950	116,950	20,000
Landscaping	2,246	-	3,000	3,000	-
Vehicle Repair & Maint	10,230	12,287	24,350	24,350	-
Printing & Binding	867	138	1,000	1,000	-
Sanitary Landfill Usage	2,106	2,199	4,500	4,500	-
Refuse Service	5,775	5,249	5,000	5,000	-
CONTRACTUAL SERV	83,750	85,190	136,600	156,600	20,000
Equipment Maint/Fuel	210	21	-	-	-
Equipment Maint/Parts	5,921	336	-	-	-
Equipment Maint/Labor	5,932	3,901	-	-	-
INTERNAL SERVICES	12,063	4,258	-	-	-
Electrical Services	81,708	76,607	85,000	85,000	-
Heating Services	2,176	2,691	2,200	2,200	-
Water & Sewer	48,699	-	-	-	-
Telecommunications	5,755	5,693	6,200	3,200	(3,000)
Property Insurance	16,727	16,288	16,000	16,000	-
Motor Vehicle Insurance	5,332	4,389	7,500	7,500	-
Equipment Rental	12,610	14,375	10,950	10,950	-
Travel & Training	499	587	4,350	4,350	-
Dues & Memberships	350	-	150	150	-
Misc Charges & Fees	-	30	100	100	-
Food & Food Service	-	11	500	500	-
Landscaping/Agricultural	37,052	10,511	40,000	40,000	-
Medical & Laboratory	-	-	250	250	-
Laundry & Janitorial Services	9,721	9,244	7,000	7,000	-
Building Repair & Maint	29,357	22,864	30,750	30,750	-
Vehicle & Equipment Fuels	15,993	14,736	17,000	17,000	-
Vehicle & Equipment	8,021	8,622	10,000	10,000	-
Uniforms & Apparel	1,191	1,430	3,500	3,500	-
Other Operating Supplies	3,862	25,263	12,200	27,200	15,000
Chemicals	-	191	1,200	-	(1,200)
OTHER CHARGES	279,053	213,532	254,850	265,650	10,800
Motor Vehicle & Equipment	17,152	-	-	-	-
Machinery & Equipment	-	17,011	-	-	-
CAPITAL	17,152	17,011	-	-	-
<b>TOTAL MAINTENANCE</b>	<b>867,720</b>	<b>778,516</b>	<b>981,600</b>	<b>907,750</b>	<b>(73,850)</b>

# Parks, Recreation & Cultural – Parks & Recreation

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

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
<b><i>COMMUNITY REC PROGRAMS</i></b>					
Regular	-	-	-	33,797	33,797
Part-time Non-classified	1,473	1,088	1,800	1,800	-
FICA	111	83	118	2,142	2,024
VRS-Employer	-	-	-	3,039	3,039
Insurance-Employer	-	-	-	443	443
VA Local Disability Plan	-	-	-	244	244
Worker's Compensation	21	21	32	57	25
Flex Benefits - Admin Fee	-	-	-	36	36
Flex Benefits - Employee	-	-	-	6,100	6,100
VRS Health Insurance Credit	-	-	-	42	42
PERSONNEL	1,605	1,192	1,950	47,700	45,750
Other Professional Services	7,844	9,000	7,600	-	(7,600)
Instructors	15,198	11,716	8,000	19,300	11,300
CONTRACTUAL SERV	23,042	20,716	15,600	19,300	3,700
Travel & Training	-	-	2,000	2,000	-
Dues & Memberships	-	-	200	200	-
Misc Charges & Fees	-	15	-	-	-
Office Supplies	-	86	-	-	-
Food & Food Service	367	138	1,200	1,200	-
Uniforms & Apparel	-	-	200	200	-
Other Operating Supplies	2,782	3,224	12,900	9,900	(3,000)
Arts & Crafts Supplies	-	125	-	-	-
Awards, Plaques, Other	-	-	250	250	-
OTHER CHARGES	3,149	3,588	16,750	13,750	(3,000)
<b><i>TOTAL COMMUNITY RECREATION PROGRAMS</i></b>					
	<b>27,796</b>	<b>25,496</b>	<b>34,300</b>	<b>80,750</b>	<b>46,450</b>
<b><i>OUTDOOR SWIMMING POOL</i></b>					
Overtime	3,565	1,692	-	-	-
Part-time Non-classified	39,681	44,065	59,467	59,467	-
FICA	3,301	3,519	4,484	4,484	-
Worker's Compensation	901	827	1,049	1,049	-
PERSONNEL	47,448	50,103	65,000	65,000	-
Repairs & Maintenance	10,465	68,729	52,500	52,500	-
Local Media	-	750	-	-	-
CONTRACTUAL SERV	10,465	69,479	52,500	52,500	-

# Parks, Recreation & Cultural – Parks & Recreation

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b><i>Outdoor Pool - continued</i></b>					
Electrical Service	13,418	12,451	10,500	10,500	-
Equipment Rental	433	36	-	-	-
Food & Food Service	111	582	-	-	-
Medical & Laboratory	73	243	50	50	-
Laundry & Janitorial	1,288	1,121	1,100	1,100	-
Repair & Maintenance	7,267	4,391	13,000	13,000	-
Uniforms & Apparel	873	347	2,500	2,500	-
Other Operating Supplies	1,180	12,844	20,950	15,150	(5,800)
Chemicals	15,710	14,989	12,300	13,000	700
OTHER CHARGES	40,353	47,004	60,400	55,300	(5,100)
<b>TOTAL OUTDOOR POOL</b>	<b>98,266</b>	<b>166,586</b>	<b>177,900</b>	<b>172,800</b>	<b>(5,100)</b>
<b><i>INDOOR SWIMMING POOL</i></b>					
Regular	70,496	69,746	73,916	77,451	3,535
Overtime	5,826	11,695	-	-	-
Part-time Non-classified	90,637	103,143	71,968	73,407	1,439
FICA	12,437	14,043	11,079	11,878	799
VRS-Employer	7,357	6,662	7,096	7,214	118
Insurance-Employer	751	909	968	1,015	47
VA Local Disability Plan	26	412	435	557	122
Worker's Compensation	3,641	3,279	2,570	2,822	252
Benefits Admin Fee	40	69	72	72	-
Employee Benefits	13,554	8,902	11,400	12,192	792
VRS Health Insurance Credit	93	90	96	92	(4)
PERSONNEL	204,858	218,950	179,600	186,700	7,100
Other Professional Services	-	-	-	-	-
Training/Education	175	3,393	3,600	3,600	-
Instructors	8,828	12,284	7,700	7,700	-
Repairs & Maintenance	31,579	19,585	97,500	97,500	-
CONTRACTUAL SERV	40,582	35,262	108,800	108,800	-
Telecommunications	814	1,261	650	-	(650)
Mileage & Transportation	31	-	-	-	-
Travel & Training	-	520	4,500	3,100	(1,400)
Dues & Memberships	240	80	400	400	-
Misc Charges & Fees	2,919	-	-	-	-
Food & Food Service	94	157	400	400	-
Medical & Laboratory	40	376	400	400	-
Laundry & Janitorial	-	64	400	400	-

# Parks, Recreation & Cultural – Parks & Recreation

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

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
<b><i>WAR MEMORIAL &amp; ADDITIONS</i></b>					
Building Repair & Maint	191	1,349	3,000	3,000	-
Uniforms & Apparel	330	1,121	1,800	1,800	-
Books & Subscriptions	-	99	-	-	-
Other Operating Supplies	4,545	6,845	10,700	10,700	-
Chemicals	3,274	3,728	5,150	5,500	350
OTHER CHARGES	12,478	15,600	27,400	25,700	(1,700)
<b>TOTAL INDOOR POOL</b>	<b>257,918</b>	<b>269,812</b>	<b>315,800</b>	<b>321,200</b>	<b>5,400</b>
<b><i>WAR MEMORIAL &amp; ADDITIONS</i></b>					
Regular	-	32	-	58,864	58,864
Overtime	81	150	-	-	-
Part-time Classified	43,071	43,385	51,206	52,256	1,050
Part-time Non-classified	69,037	77,252	96,500	95,100	(1,400)
FICA	8,315	8,886	10,940	14,770	3,830
VRS-Employer	-	-	-	4,535	4,535
Insurance-Employer	-	-	-	751	751
State Unemployment Tax	109	-	-	-	-
Worker's Compensation	2,219	1,991	2,535	3,582	1,047
Benefits Admin Fee	48	69	72	144	72
Employee Benefits	3,806	3,572	3,447	21,626	18,179
VRS Health Insurance Credit	-	-	-	72	72
PERSONNEL	126,686	135,337	164,700	251,700	87,000
Instructors	4,643	5,558	6,300	-	(6,300)
Repairs & Maintenance	45,508	89,802	81,400	81,400	-
Printing & Binding	115	283	-	-	-
CONTRACTUAL SERV	50,266	95,643	87,700	81,400	(6,300)
Electrical Services	75,566	78,421	75,375	75,375	-
Heating Services	20,118	32,393	30,000	30,000	-
Water & Sewer	11,866	-	-	-	-
Telecommunications	6,745	7,327	6,250	6,250	-
General Liability Insurance	5,572	5,431	5,500	5,500	-
Equipment Rental	982	102	500	500	-
Training & Educations	-	-	-	3,000	3,000
Dues & Memberships	-	-	75	75	-
Food & Food Service	120	-	200	200	-
Medical & Laboratory	24	24	200	200	-
Laundry & Janitorial Services	12,109	11,140	12,500	12,500	-
Building Repair & Maint	4,018	2,675	3,500	5,000	1,500

# Parks, Recreation & Cultural – Parks & Recreation

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b><i>WAR MEMORIAL &amp; ADDITIONS - continued</i></b>					
Uniforms & Apparel	-	381	500	500	-
Books & Subscriptions	-	-	200	200	-
Other Operating Supplies	4,934	17,187	12,000	7,500	(4,500)
Merchandise for Resale	4,135	105	2,000	1,500	(500)
OTHER CHARGES	146,189	155,186	148,800	148,300	(500)
<b>TOTAL WAR MEMORIAL</b>	<b>323,141</b>	<b>386,166</b>	<b>401,200</b>	<b>481,400</b>	<b>80,200</b>
<b><i>SCHOOL AGE CHILD CARE</i></b>					
Regular	108,246	108,791	111,702	130,697	18,995
Overtime	866	1,527	-	-	-
Part-time Non-classified	29,673	40,707	50,000	61,500	11,500
FICA	10,525	11,444	12,241	14,511	2,270
VRS-Employer	12,745	10,031	10,723	11,732	1,009
Insurance-Employer	1,297	1,369	1,463	1,709	246
Worker's Compensation	2,978	2,575	2,817	3,108	291
Benefits Admin Fee	72	104	108	144	36
Employee Benefits	11,484	12,184	12,700	18,942	6,242
VRS Health Insurance Credit	161	136	146	157	11
PERSONNEL	178,047	188,868	201,900	242,500	40,600
Other Professional Services	200	350	1,000	1,000	-
Instructors	3,077	-	-	-	-
Printing & Binding	30	-	-	-	-
CONTRACTUAL SERV	3,307	350	1,000	1,000	-
Mileage & Transportation	693	1,113	1,100	1,100	-
Travel & Training	2,007	2,270	5,300	5,300	-
Dues & Memberships	110	110	300	300	-
Parks & Rec Activities	2,454	4,784	5,000	5,000	-
Misc Charges & Fees	-	-	100	100	-
Food & Food Services	6,025	9,434	5,700	13,000	7,300
Medical & Laboratory	149	215	300	300	-
Laundry & Janitorial Services	79	79	300	300	-
Uniforms & Apparel	1,265	2,115	2,000	2,000	-
Other Operating Supplies	2,318	19,845	6,000	6,000	-
Arts & Crafts Supplies	584	806	800	800	-
Awards, Plaques, Other	79	-	100	100	-
OTHER CHARGES	15,763	40,771	27,000	34,300	7,300
<b>TOTAL CHILD CARE</b>	<b>197,117</b>	<b>229,989</b>	<b>229,900</b>	<b>277,800</b>	<b>47,900</b>

# Parks, Recreation & Cultural – Parks & Recreation

## *Expenditure Detail - continued:*

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>ATHLETIC PROGRAMS</b>					
Regular	78,903	80,691	82,658	92,633	9,975
Overtime	-	3,110	-	-	-
Part-time Non-classified	6,672	7,912	16,100	19,900	3,800
FICA	5,488	5,819	6,463	7,346	883
VRS-Employer	9,275	7,408	7,936	8,560	624
Insurance-Employer	939	1,017	1,083	1,193	110
Va Local Disability Plan	210	212	229	346	117
Worker's Compensation	1,887	1,625	1,730	1,889	159
Benefits Admin Fee	48	69	72	72	-
Employee Benefits	17,390	20,658	21,521	23,050	1,529
VRS Health Insurance Credit	117	101	108	111	3
PERSONNEL	120,929	128,622	137,900	155,100	17,200
Instructors	19,137	11,447	32,350	25,150	(7,200)
CONTRACTUAL SERV	19,137	11,447	32,350	25,150	(7,200)
Telecommunications	-	174	600	-	(600)
Mileage & Transportation	645	85	1,050	1,050	-
Travel & Training	2,568	3,088	3,260	4,460	1,200
Dues & Memberships	35	35	305	205	(100)
Parks & Rec Activities	8,415	16,283	13,050	13,050	-
Food & Food Service	158	388	825	825	-
Medical & Laboratory	11	-	200	200	-
Uniforms & Apparel	5,133	3,456	9,700	9,000	(700)
Other Operating Supplies	13,506	9,798	14,060	14,060	-
Awards, Plaques, Other	2,090	758	3,000	3,000	-
OTHER CHARGES	32,561	34,065	46,050	45,850	(200)
<b>TOTAL ATHLETIC PROGRAMS</b>					
	172,627	174,134	216,300	226,100	9,800
<b>TOTAL PARKS &amp; RECREATION</b>					
	2,278,439	2,439,823	2,824,900	2,950,300	125,400

## 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:***

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- 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	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Measures</b>					
Planning Commission meetings, work sessions, retreats	25	22	24	26	24
Site Plan reviews	40	50	48	47	49
Re-zonings, CUP's and text amendments	27	23	26	25	24
Corridor enhancement reviews	39	64	61	68	70

### *Expenditure Summary:*

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	221,839	236,609	243,500	242,500	(1,000)
Contractual Services	12,908	9,532	20,100	19,900	(200)
Internal Services	538	365	600	600	-
Other Charges	5,398	5,425	9,500	8,100	(1,400)
<b>TOTAL EXPENDITURES</b>	<b>240,683</b>	<b>251,931</b>	<b>273,700</b>	<b>271,100</b>	<b>(2,600)</b>

### *Staffing Summary:*

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Planning	2.5	3.0	3.0	3.0	0
<b>Total</b>	<b>2.5</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>0</b>

# Community Development - Planning

## ***Expenditure Detail:***

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Regular	165,411	181,712	186,276	187,032	756
Overtime	73	154	100	100	-
Part-time Non-Classified	6,357	-	-	-	-
FICA	12,688	13,200	13,337	13,664	327
VRS-Employer	19,634	16,722	17,883	17,193	(690)
Insurance Employer	1,992	2,290	2,440	2,450	10
VA Local Disability Plan	394	466	504	607	103
Worker's Compensation	142	122	125	128	3
Benefits Admin Fee	61	98	102	108	6
Employee Benefits	14,839	21,618	22,491	20,994	(1,497)
VRS Health Ins Credit	248	227	242	224	(18)
PERSONNEL	221,839	236,609	243,500	242,500	(1,000)
Management Consulting	-	2,505	15,000	14,000	(1,000)
Engineering & Architect	1,000	-	-	-	-
Other Professional Services	3,675	-	-	900	900
Printing & Binding	182	778	400	400	-
Local Media	8,051	6,249	4,600	4,600	-
Food Services - Catering	-	-	100	-	(100)
CONTRACTUAL SERV	12,908	9,532	20,100	19,900	(200)
Copier Charges	538	365	600	600	-
INTERNAL SERVICES	538	365	600	600	-
Postal Services	1,067	672	1,100	900	(200)
Telecommunications	1,234	1,110	1,400	-	(1,400)
Mileage & Transportation	535	338	1,200	1,200	-
Travel & Training	1,286	2,091	3,200	3,200	-
Dues & Memberships	814	853	900	1,000	100
Misc Charges & Fees	-	70	-	100	100
Office Supplies	120	105	800	800	-
Food & Food Supplies	104	65	200	400	200
Books & Subscriptions	-	-	100	-	(100)
Other Operating Supplies	238	121	500	500	-
Awards, Plaques, Other	-	-	100	-	(100)
OTHER CHARGES	5,398	5,425	9,500	8,100	(1,400)
TOTAL PLANNING	240,683	251,931	273,700	271,100	(2,600)

## 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:***

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

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

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EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Regular	20,240	20,079	18,842	19,356	514
Overtime	-	-	-	-	-
FICA	1,509	1,472	1,543	1,543	-
VRS-Employer	2,409	1,711	1,805	1,699	(106)
Insurance Employer	241	233	247	247	-
Worker's Compensation	14	13	14	14	-
Benefits Admin Fee	7	11	12	12	-
Employee Benefits	2,462	2,786	2,913	2,506	(407)
VRS Health Ins Credit	24	23	24	23	(1)
PERSONNEL	26,906	26,328	25,400	25,400	-
Local Media	400	-	600	600	-
CONTRACTUAL SERV	400	-	600	600	-
<b>TOTAL REDEVELOPMENT</b>	<b>27,306</b>	<b>26,328</b>	<b>26,000</b>	<b>26,000</b>	<b>-</b>

## Community Development – Zoning Department

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

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

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- 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:***

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- Provide a development environment which is transparent, consistent, fair, timely and equitable for all customers (residents, homeowners, contractors, design professionals, developers, etc.).
- Encourage development that provides a range of housing choices.
- Continue promoting redevelopment/development of previously identified catalyst sites as well as redevelopment sites and areas identified in the Strategic Plan.
- Implement a strategy to improve customer service levels resulting in faster and more streamlined permit approvals, answering of citizen inquires, and resolving zoning violations.
- 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	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Measures</b>					
Certificates of Occupancy (Business)	284	263	263	270	275
Certificates of Occupancy (Home-Based)	131	117	115	110	120
Zoning Ordinance Text Amendments	7	3	5	4	4
Historic District - Certificates of Appropriateness	95	116	135	130	140
Board of Zoning Appeals (Variances, Appeals)	6	9	11	6	6

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

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	171,461	191,466	206,050	208,700	2,650
Contractual Services	2,986	2,193	4,300	4,300	-
Internal Services	1,456	5,771	2,500	3,700	1,200
Other Charges	7,799	7,172	13,250	11,700	(1,550)
Capital	20,075	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>203,777</b>	<b>206,602</b>	<b>226,100</b>	<b>228,400</b>	<b>2,300</b>

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

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Zoning	2.0	2.5	2.5	2.5	0
<b>Total</b>	<b>2.0</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>0</b>

# Community Development – Zoning Department

## ***Expenditure Detail:***

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Regular	122,260	141,462	152,253	155,784	3,531
Overtime	91	114	200	200	-
Part-time Non-Classified	6,356	-	-	-	-
FICA	9,467	10,196	11,021	11,643	622
VRS-Employer	14,427	13,076	14,617	14,007	(610)
Insurance Employer	1,469	1,784	1,995	2,041	46
VA Local Disability Plan	2	90	164	140	(24)
Worker's Compensation	106	95	106	107	1
Benefits Admin Fee	49	80	84	90	6
Employee Benefits	17,052	24,392	25,412	24,499	(913)
VRS Health Ins Credit	182	177	198	189	(9)
<b>PERSONNEL</b>	<b>171,461</b>	<b>191,466</b>	<b>206,050</b>	<b>208,700</b>	<b>2,650</b>
Vehicle Repairs & Maint	11	-	100	100	-
Printing & Binding	401	134	700	700	-
Local Media	2,574	2,059	3,500	3,500	-
<b>CONTRACTUAL SERV</b>	<b>2,986</b>	<b>2,193</b>	<b>4,300</b>	<b>4,300</b>	<b>-</b>
Fuel	516	480	800	800	-
Parts	-	1,293	150	600	450
Labor	53	2,816	250	1,000	750
Copier Charges	887	1,182	1,300	1,300	-
<b>INTERNAL SERVICES</b>	<b>1,456</b>	<b>5,771</b>	<b>2,500</b>	<b>3,700</b>	<b>1,200</b>
Postal Services	2,103	1,835	2,100	2,100	-
Telecommunications	1,361	1,319	1,900	-	(1,900)
Motor Vehicle Insurance	278	229	750	700	(50)
Mileage & Transportation	8	365	400	400	-
Travel & Training	2,022	2,177	5,300	5,300	-
Dues & Memberships	625	400	500	800	300
Court Filing Fees	-	48	50	50	-
Office Supplies	630	77	900	900	-
Food & Food Service	-	82	450	450	-
Vehicle & Equipment Fuels	40	-	50	50	-
Uniforms & Apparel	173	-	200	200	-
Books & Subscriptions	49	153	150	150	-
Other Operating Supplies	510	487	500	600	100
<b>OTHER CHARGES</b>	<b>7,799</b>	<b>7,172</b>	<b>13,250</b>	<b>11,700</b>	<b>(1,550)</b>
Motor Vehicle & Equipment	20,075	-	-	-	-
<b>CAPITAL</b>	<b>20,075</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL ZONING</b>	<b>281,390</b>	<b>203,777</b>	<b>205,600</b>	<b>226,100</b>	<b>20,500</b>

## Community Development – Development Services

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

### ***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	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Measures</b>					
Unemployment Rate	4.4%	3.7%	3.0%	3.3%	3.2%
Combined Commercial Vacancy Rate	5.4%	4.7%	4.4%	4.4%	4.3%
Number of Business Incentives Awarded	4	4	2	8	10
Dollar Amount of Business Incentives Awarded or Leveraged	\$75,722	\$67,708	\$42,618	\$124,339.52	\$130,000
Dollar Amount Capital Investment Leveraged	\$170,000	\$72,800	\$162,473.90	\$131,333.08	\$200,000

## Community Development – Development Services

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

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Development Services	2.0	3.0	3.0	3.0	0
<b>Total</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>0</b>

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

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	171,512	106,572	294,500	311,200	16,700
Contractual Services	43,761	42,845	42,500	42,600	100
Internal Services	440	552	300	300	-
Other Charges	153,294	840,650	86,700	87,700	1,000
<b>TOTAL EXPENDITURES</b>	<b>369,007</b>	<b>990,619</b>	<b>424,000</b>	<b>441,800</b>	<b>17,800</b>

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b><i>Development Services</i></b>					
Regular	131,499	79,472	229,791	238,672	8,881
Overtime	19	325	200	200	-
FICA	9,712	6,203	16,850	17,674	824
VRS-Employer	15,422	5,728	22,060	21,706	(354)
Insurance Employer	1,570	782	3,011	3,127	116
VA Local Disability Plan	179	338	1,355	1,718	363
State Unemployment	-	5,292	-	-	-
Worker's Compensation	108	57	155	161	6
Benefits Admin Fee	44	42	108	108	-
Employee Benefits	12,764	8,255	20,672	27,547	6,875
VRS Health Ins Credit	195	78	298	287	(11)
<b>PERSONNEL</b>	<b>171,512</b>	<b>106,572</b>	<b>294,500</b>	<b>311,200</b>	<b>16,700</b>
Other Professional Services	42,500	42,610	42,500	42,500	-
Repairs & Maintenance	1,049	-	-	-	-
Printing & Binding	212	72	-	100	100
Local Media	-	163	-	-	-
<b>CONTRACTUAL SERV</b>	<b>43,761</b>	<b>42,845</b>	<b>42,500</b>	<b>42,600</b>	<b>100</b>

## Community Development – Development Services

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b><i>Development Services</i></b>					
Copier Charges	440	552	300	300	-
INTERNAL SERVICES	440	552	300	300	-
Postal Services	82	81	200	200	-
Telecommunications	87	-	-	-	-
Mileage & Transportation	1,101	2,168	2,000	2,500	500
Travel & Training	3,848	971	6,000	6,500	500
Business Development Grant	47,708	42,628	75,000	75,000	-
Other Payments/Contributions	97,500	792,312	-	-	-
Dues & Memberships	1,553	1,215	1,000	1,000	-
Office Supplies	535	171	1,000	1,000	-
Food & Food Service	48	511	250	250	-
Books & Subscriptions	75	-	250	250	-
Other Operating Supplies	555	593	1,000	1,000	-
Computer Equipment	202	-	-	-	-
OTHER CHARGES	153,294	840,650	86,700	87,700	1,000
<b>TOTAL DEVELOPMENT</b>	<b>369,007</b>	<b>990,619</b>	<b>424,000</b>	<b>441,800</b>	<b>17,800</b>

## Community Development – Old Town Winchester

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

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- Encourage appropriate mixed-use and in-fill development, higher density and walkability in order to maximize the use of properties in the district which will attract and retain a dynamic blend of businesses, create residential options, and draw consumers and visitors while encouraging historic preservation.
- Oversee the maintenance and development and overall physical appearance of the downtown.
- Promote opportunities for hosting special events, activities and retail promotions in Old Town that are appealing to professionals, residents and visitors.
- 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	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Measures</b>					
Cumulative Private Investment in OTW (Since mid-80's)	\$125 Million	\$128 Million	\$131 Million	\$132 Million	\$133 Million
New businesses opened in OTW	18	27	27	16	16
New rehabilitation projects	42	47	50	40	45
City events	12	15	18	18	18
Social Media – Facebook Followers	12,500	15,600	17,104	17,500	18,000
People attending per event	500 – 4,000	100 – 4,000	100 - 5,000	100 - 4,000	100 - 4,000

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

Revenue Sources	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
General Property Taxes	162,816	163,970	160,000	164,000	4,000
Miscellaneous Revenue	120,989	135,008	136,500	140,000	3,500
Federal	5,000	5,000	5,000	4,500	-
Subtotal Designated Revenue	<b>288,805</b>	<b>303,978</b>	<b>301,500</b>	<b>308,500</b>	<b>7,500</b>
<b>Net General Tax Support</b>	<b>175,450</b>	<b>164,367</b>	<b>172,600</b>	<b>173,100</b>	<b>500</b>

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

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	153,485	154,897	157,300	165,300	8,000
Contractual Services	236,170	238,193	242,040	243,395	1,355
Internal Services	640	862	700	900	200
Other Charges	73,960	74,393	74,060	72,005	(2,055)
<b>TOTAL EXPENDITURES</b>	<b>464,255</b>	<b>468,345</b>	<b>474,100</b>	<b>481,600</b>	<b>7,500</b>

## Community Development – Old Town Winchester

### **Staffing Summary:**

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
OTW	2.0	2.0	2.0	2.0	0
<b>Total</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0</b>

### **Expenditure Detail:**

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Regular	113,839	112,639	115,330	120,729	5,399
Part-time	-	2,113	-	866	866
FICA	7,797	7,462	7,568	7,920	352
VRS-Employer	13,152	10,365	11,071	10,853	(218)
Insurance-Employer	1,338	1,415	1,511	1,581	70
Worker's Compensation	92	81	77	83	6
Benefits Admin Fee	48	69	72	72	-
Employee Benefits	17,053	20,613	21,521	23,050	1,529
VRS Health Insurance Credit	166	140	150	146	(4)
<b>PERSONNEL</b>	<b>153,485</b>	<b>154,897</b>	<b>157,300</b>	<b>165,300</b>	<b>8,000</b>
Special Events Promotions	198,968	201,923	200,000	218,000	18,000
Other Professional Services	8,040	12,283	14,365	12,350	(2,015)
Landscaping Service	-	-	2,000	-	(2,000)
Printing & Binding	9,003	7,166	8,800	7,220	(1,580)
Local Media	20,159	16,723	16,775	5,725	(11,050)
Validated parking	-	98	100	100	-
<b>CONTRACTUAL SERV</b>	<b>236,170</b>	<b>238,193</b>	<b>242,040</b>	<b>243,395</b>	<b>1,355</b>
Copier Charges	640	862	700	900	200
<b>INTERNAL CHARGES</b>	<b>640</b>	<b>862</b>	<b>700</b>	<b>900</b>	<b>200</b>
Postal Services	395	425	400	455	55
Telecommunications	785	751	750	-	(750)
General Liability Insurance	959	924	1,000	1,100	100
Office Equipment Rental	250	250	250	250	-
Building Rental	400	400	400	400	-
Mileage & Transportation	651	822	500	900	400
Travel & Training	865	1,851	900	1,900	1,000
VA Commission for the Arts	9,999	10,000	10,000	10,000	-

## Community Development – Old Town Winchester

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Other Payments	-	5,000	-	-	-
Downtown Improv Repayment	50,000	50,000	50,000	50,000	-
Dues & Memberships	475	530	585	460	(125)
Misc. Charges & Fees	2,584	159	2,800	2,300	(500)
Office Supplies	391	128	435	380	(55)
Food & Food Service	285	244	425	200	(225)
Landscaping/Agricultural	1,643	-	500	-	(500)
Books & Subscriptions	350	261	275	300	25
Other Operating Supplies	3,672	2,648	4,740	3,260	(1,480)
Computer Supplies	207	-	-	-	-
Awards, Plaques, Other	49	-	100	100	-
OTHER CHARGES	73,960	74,393	74,060	72,005	(2,055)
<b>TOTAL OTW</b>	<b>464,255</b>	<b>468,345</b>	<b>474,100</b>	<b>481,600</b>	<b>7,500</b>

## 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:***

Expenditure by Classification	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Personnel Services	71,478	68,871	70,200	80,000	9,800
Contractual Services	15,200	10,000	3,000	3,000	-
Other Charges	1,315	2,763	12,100	11,650	(450)
<b>TOTAL EXPENDITURES</b>	<b>87,993</b>	<b>81,634</b>	<b>85,300</b>	<b>94,650</b>	<b>9,350</b>

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

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
GIS	1.0	1.0	1.0	1.0	0
<b>Total</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>0</b>

## Community Development – GIS - Mapping

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Regular	52,568	52,975	54,270	58,995	4,725
FICA	3,958	4,037	4,166	4,854	688
VRS-Employer	6,190	4,877	5,210	5,304	94
Insurance Employer	630	665	711	773	62
Worker's Compensation	44	35	36	41	5
Benefits Admin Fee	24	34	36	36	-
Employee Benefits	7,986	6,182	5,700	9,926	4,226
VRS Health Ins Credit	78	66	71	71	-
PERSONNEL	71,478	68,871	70,200	80,000	9,800
Training/Education	-	-	500	500	-
Computer Service Contracts	15,200	10,000	2,500	2,500	-
CONTRACTUAL SERV	15,200	10,000	3,000	3,000	-
Telecommunications	-	-	500	-	(500)
Mileage & Transportation	-	950	1,100	1,100	-
Travel & Training	450	293	6,300	6,300	-
Dues & Association Membership	-	30	100	175	75
Office Supplies	244	-	500	500	-
Books & Subscriptions	-	-	100	75	(25)
Other Operating Supplies	621	1,490	3,500	3,500	-
OTHER CHARGES	1,315	2,763	12,100	11,650	(450)
<b>TOTAL GIS</b>	<b>87,993</b>	<b>81,634</b>	<b>85,300</b>	<b>94,650</b>	<b>9,350</b>

## Other

### *Expenditure Detail:*

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Parking	178,002	179,024	178,000	180,646	2,646
CONTRACTUAL SERVICES	178,002	179,024	178,000	180,646	2,646
Historical Society	85,750	85,750	89,500	99,500	10,000
Grant Matching Funds	-	-	20,000	20,000	-
Emergency Contingency	-	-	10,000	10,000	-
OTHER CHARGES	85,750	85,750	119,500	129,500	10,000
<b>TOTAL OTHER</b>	<b>263,752</b>	<b>264,774</b>	<b>297,500</b>	<b>310,146</b>	<b>12,646</b>

## Outside Agencies

Outside Agencies may be funded through appropriations from the City's General Fund. These organizations provide services for and on behalf of City residents and visitors. City funding of these organizations is discretionary, meaning the City determines the level of funding for each agency. The City Manager recommends funding levels based on funding availability. In FY 2017, Council requested a review of the program and during the FY 2018 Budget Process decided to discontinue funding of Outside Agencies.

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

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Our Health	20,188	20,188	-	-	-
Shen Area Agency on Aging	20,000	20,000	-	-	-
Boys & Girls Club	10,000	10,000	-	-	-
Healthy Families	10,000	10,000	-	-	-
The Laurel Center	3,000	3,000	-	-	-
Winchester Day Nursery	10,000	10,000	-	-	-
Fremont Street Nursery	10,000	10,000	-	-	-
Youth Development Center	10,000	10,000	-	-	-
Discovery Museum	10,000	10,000	-	-	-
Discovery Museum - Capital	100,000	100,000	100,000	-	(100,000)
<b>TOTAL OUTSIDE AGENCIES</b>	<b>203,188</b>	<b>203,188</b>	<b>100,000</b>	<b>-</b>	<b>(100,000)</b>

## Regional Agencies

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

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
NWR Juvenile Detention Center	391,595	464,997	512,872	507,719	(5,153)
NWRDC Regional Jail	4,154,548	4,429,906	4,786,263	4,840,879	54,616
Lord Fairfax EMS Council	9,137	9,137	10,005	10,005	-
Substance Abuse Coalition	60,000	148,358	154,500	154,500	-
SPCA	120,000	120,000	150,000	150,000	-
Win-Fred Metro Planning Org	11,167	12,560	27,500	27,000	(500)
Winchester Health Department	300,393	303,812	305,426	321,279	15,853
NW Community Services	192,472	202,096	222,306	233,421	11,115
Lord Fairfax Community College	60,288	63,990	65,455	64,220	(1,235)
Handley Regional Library	419,020	419,020	419,020	419,020	-
Winchester Regional Airport	45,787	39,689	43,258	39,402	(3,856)
Regional Airport Capital	29,831	23,743	69,826	15,922	(53,904)
NSV Regional Commission	15,785	15,975	19,917	24,010	4,093
<b>TOTAL REGIONAL AGENCIES</b>	<b>5,810,023</b>	<b>6,253,283</b>	<b>6,786,348</b>	<b>6,807,377</b>	<b>21,029</b>

## Transfers/Debt Service

### ***Transfers:***

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Transit Fund	235,000	221,000	275,300	252,000	(23,300)
Social Services Fund	1,293,867	1,205,888	1,480,700	1,601,800	121,100
CSA City Contribution	948,133	1,316,112	889,000	1,119,000	230,000
Schools Operating Fund	27,795,246	28,296,772	30,114,102	30,489,102	375,000
Schools Operating Other	201,700	258,100	-	-	-
Schools Capital Improvement	650,000	603,856	-	-	-
City CIP Fund	1,365,217	353,618	2,540,000	4,585,000	2,045,000
Win-Fred Co CVB Fund	100,500	150,000	150,000	150,500	500
Highway Maintenance Fund	688,787	605,000	620,000	630,000	10,000
<b>TOTAL TRANSFERS</b>	<b>33,278,450</b>	<b>33,010,346</b>	<b>36,069,102</b>	<b>38,827,402</b>	<b>2,758,300</b>

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

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
City Principal	1,341,598	1,761,883	1,932,600	2,194,500	261,900
HUD 108 Loan Principal	200,000	200,000	200,000	200,000	-
City Interest	818,194	914,177	919,000	789,400	(129,600)
HUD 108 Loan Interest	2,265	2,705	2,000	3,000	1,000
Paying Agent Fees	1,333	3,100	1,500	3,600	2,100
Schools Principal	4,586,335	4,923,848	5,119,100	5,194,500	75,400
Schools Interest	3,063,219	2,898,874	2,690,100	2,499,300	(190,800)
<b>TOTAL DEBT SERVICE</b>	<b>10,012,944</b>	<b>10,704,587</b>	<b>10,864,300</b>	<b>10,884,300</b>	<b>20,000</b>

## Social Services Fund

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

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### Social Services Strategies:

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

## Social Services Fund

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

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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***

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Social Services Strategies:

- Maintain a cadre of certified forensic interviewers among Child Protective Services (CPS) staff who will partner with Winchester 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***

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- 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 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>Revenue by Classification</b>					
Recovered Costs	1,032	401	-	-	-
State Revenue	2,474,918	2,957,507	3,043,028	3,554,608	511,580
Federal Revenue	2,404,549	2,672,953	2,482,972	2,725,792	242,820
Non-Revenue Receipts	2,242,000	2,522,000	2,404,000	2,761,600	357,600
<b>TOTAL REVENUE</b>	<b>7,122,499</b>	<b>8,152,861</b>	<b>7,930,000</b>	<b>9,042,000</b>	<b>1,112,000</b>
<b>Expenditure by Class</b>					
Personnel Services	2,840,871	2,890,591	3,131,600	3,464,000	332,400
Contractual Services	164,305	190,486	192,650	206,650	14,000
Internal Services	68,336	77,218	79,200	81,200	2,000
Other Charges	4,057,946	4,974,273	4,506,550	5,270,150	763,600
Capital	16,418	35,991	20,000	20,000	-
<b>TOTAL EXPENDITURES</b>	<b>7,147,876</b>	<b>8,168,559</b>	<b>7,930,000</b>	<b>9,042,000</b>	<b>1,112,000</b>

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

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Welfare Admin	42.0	43.0	47.0	48.0	1.0
Housing Choice	2.0	2.0	2.0	2.0	0
<b>Total</b>	<b>44.0</b>	<b>45.0</b>	<b>49.0</b>	<b>50.0</b>	<b>1.0</b>

# Social Services Fund

## **Revenue Detail:**

REVENUE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Local	1,032	401	-	-	-
RECOVERED COSTS	1,032	401	-	-	-
Public Assistance & Admin	1,167,458	1,246,601	1,499,250	1,744,108	244,858
Children Services Act	855,398	1,187,072	1,080,000	1,350,000	270,000
Administration Funds	-	12,035	9,000	9,000	-
CSA Support Enforcement	5,876	12,078	22,000	22,000	-
Section 8 VHDA Admin Fees	112,001	120,972	110,000	110,000	-
CSA EI840 Grant	331,568	375,547	319,500	319,500	-
Child Care Quality Initiative	2,617	3,202	3,278	-	(3,278)
STATE REVENUE	2,474,918	2,957,507	3,043,028	3,554,608	511,580
Public Assistance & Admin	2,215,407	2,445,432	2,292,722	2,540,292	247,570
Child Care Quality Initiative	3,793	4,641	4,750	-	(4,750)
Early Intervention	185,349	222,880	185,500	185,500	-
FEDERAL REVENUE	2,404,549	2,672,953	2,482,972	2,725,792	242,820
General Fund	2,242,000	2,522,000	2,369,700	2,720,800	351,100
Assigned HCVP	-	-	34,300	40,800	6,500
NON-REVENUE RECEIPTS	2,242,000	2,522,000	2,404,000	2,761,600	357,600
<b>TOTAL SOCIAL SVCS REVENUE</b>	<b>7,122,499</b>	<b>8,152,861</b>	<b>7,930,000</b>	<b>9,042,000</b>	<b>1,112,000</b>

# Social Services Fund

## ***Expenditure Detail:***

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
<b><i>WELFARE ADMINISTRATION</i></b>					
Regular	1,889,122	1,979,691	2,112,328	2,334,203	221,875
Overtime	36,711	38,298	38,000	48,000	10,000
Part-time Non-Classified	84,737	44,540	63,500	63,500	-
FICA	147,528	151,108	163,535	180,912	17,377
VRS-Employer	216,303	174,933	202,725	211,820	9,095
Retirees	54,774	45,318	45,600	52,000	6,400
Insurance-Employer	22,019	23,871	27,663	30,581	2,918
VA Local Disability Plan	1,717	3,203	4,330	8,430	4,100
SUTA	3,024	-	-	-	-
Worker's Compensation	9,990	8,086	8,858	10,268	1,410
Tuition Assistance	-	-	1,600	2,000	400
Benefits Admin Fee	950	1,404	1,617	1,725	108
Employee Benefits	256,567	301,608	339,944	392,161	52,217
PERSONNEL	2,723,442	2,772,060	3,009,700	3,335,600	325,900
Legal Services	72,735	99,931	70,000	80,000	10,000
Other Professional Services	23,952	15,569	35,000	35,000	-
Employment Agencies	390	-	-	-	-
Repairs & Maintenance	7,470	6,377	9,000	9,000	-
Vehicle Repair & Maint	1,542	3,990	5,000	6,000	1,000
Computer Services	1,672	650	3,000	3,000	-
Printing & Binding	1,721	1,523	3,000	3,000	-
Contracted Parking	32,450	33,160	34,800	37,800	3,000
Refuse Service	455	-	-	-	-
Food Services	97	860	1,450	1,450	-
CONTRACTUAL SERV	142,484	162,060	161,250	175,250	14,000
Equipment Fuel	344	366	1,700	1,700	-
Equipment Parts	129	1,317	500	1,500	1,000
Equipment Labor	242	1,681	2,000	3,000	1,000
Cost Allocation Charges	67,621	73,854	75,000	75,000	-
INTERNAL SERVICES	68,336	77,218	79,200	81,200	2,000
Postal Services	15,347	12,742	20,000	20,000	-
Telecommunications	23,507	18,352	30,000	30,000	-
Property Insurance	-	-	1,500	1,500	-

# Social Services Fund

## ***Expenditure Detail:***

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b><i>WELFARE ADMIN - continued</i></b>					
Motor Vehicle Insurance	3,747	2,995	5,000	5,000	-
General Liability Insurance	16,634	15,831	16,700	18,500	1,800
Office Equipment Rental	3,941	5,349	5,500	5,500	-
Buildings	248,737	253,699	253,700	260,500	6,800
Mileage	-	550	2,000	2,000	-
Travel & Training	8,401	12,197	17,000	17,000	-
Dues & Memberships	975	1,145	2,550	2,550	-
Misc Charges & Fees	148	180	500	500	-
Background Checks	20	465	500	500	-
Office Supplies	14,162	14,894	20,000	30,000	10,000
Food & Food Service	2,818	2,346	2,000	2,000	-
Laundry & Janitorial	634	570	500	500	-
Vehicle & Equipment Fuels	5,856	7,876	10,000	10,000	-
Books & Subscriptions	322	329	500	500	-
Other Operating Supplies	13,149	17,739	18,600	18,600	-
Computer Supplies	263	1,138	6,000	6,000	-
OTHER CHARGES	358,661	368,397	412,550	431,150	18,600
Furniture & Fixtures	16,418	-	-	-	-
Motor Vehicle & Equipment	-	35,991	20,000	20,000	-
CAPITAL	16,418	35,991	20,000	20,000	-
<b>TOTAL WELFARE ADMIN</b>	<b>3,309,341</b>	<b>3,415,726</b>	<b>3,682,700</b>	<b>4,043,200</b>	<b>360,500</b>
<b><i>PUBLIC ASSISTANCE</i></b>					
Shared Personnel Cost	19,783	26,747	29,000	29,000	-
CONTRACTUAL SERV	19,783	26,747	29,000	29,000	-
Child Care Quality Initiative	7,031	9,281	-	-	-
General Relief	12,072	18,173	20,000	20,000	-
AUX Grants - Aged	18,883	5,818	71,000	71,000	-
AUX Grants - Disabled	121,528	103,993	146,000	146,000	-
TANF Manual Checks	30	401	3,000	3,000	-
AFDC - Foster Care	408,722	279,706	410,000	500,000	90,000
Emergency Assistance	(100)	-	1,000	1,000	-
Refugee Resettlement	-	17,472	5,000	5,000	-

# Social Services Fund

## ***Expenditure Detail:***

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b><i>PUBLIC ASSISTANCE - continued</i></b>					
Special Needs Adoption Maint	117,233	274,280	150,000	300,000	150,000
Adoption Subsidy F/S/L	574,776	661,102	600,000	600,000	-
Family Preservation	4,458	16,592	10,000	10,000	-
Independent Living Skills	5,433	740	9,000	9,000	-
Adult Protective Services	3,822	5,595	6,000	6,000	-
Safe & Stable Families	27,705	25,693	23,000	28,000	5,000
Substance Abuse Services	-	-	9,500	9,500	-
VIEW - Supportive Service	42,831	30,388	67,000	67,000	-
Home-Based Companion	-	-	2,000	2,000	-
VIEW Transportation	9,070	11,578	33,000	33,000	-
Respite Care	2,700	2,830	3,500	3,500	-
OTHER CHARGES	1,356,194	1,463,642	1,569,000	1,814,000	245,000
<b>TOTAL PUBLIC ASSISTANCE</b>	<b>1,375,977</b>	<b>1,490,389</b>	<b>1,598,000</b>	<b>1,843,000</b>	<b>245,000</b>
<b><i>HOUSING ASSISTANCE ADMIN</i></b>					
Regular	85,578	86,405	88,250	93,136	4,886
FICA	6,494	6,507	6,622	7,015	393
VRS-Employer	10,066	7,908	8,472	8,373	(99)
Retirees	2,071	1,654	1,700	1,700	-
Insurance-Employer	1,024	1,079	1,156	1,220	64
Worker's Compensation	98	81	91	114	23
Benefits Admin Fee	50	72	75	75	-
Employee Benefits	11,930	14,725	15,428	16,663	1,235
VRS Health Insurance Credit	118	100	106	104	(2)
PERSONNEL	117,429	118,531	121,900	128,400	6,500
Repairs & Maintenance	644	436	1,000	1,000	-
Printing & Binding	194	43	200	200	-
Contracted Parking	1,200	1,200	1,200	1,200	-
CONTRACTUAL SERV	2,038	1,679	2,400	2,400	-

# Social Services Fund

## ***Expenditure Detail:***

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b><i>HOUSING ASSIST - continued</i></b>					
Postal Services	2,772	2,721	3,000	3,000	-
Telecommunications	967	1,165	2,000	2,000	-
Office Equipment Rental	1,724	1,961	2,500	2,500	-
Buildings	8,801	8,889	9,250	9,250	-
Travel & Training	-	220	500	500	-
Office Supplies	1,384	758	1,400	1,400	-
Food & Food Services	255	189	200	200	-
Books & Subscriptions	112	112	150	150	-
Other Operating Supplies	752	494	1,000	1,000	-
OTHER CHARGES	16,767	16,509	20,000	20,000	-
<b>TOTAL HOUSING ASSISTANCE</b>	<b>136,234</b>	<b>136,719</b>	<b>144,300</b>	<b>150,800</b>	<b>6,500</b>
<b><i>SPECIAL ASSISTANCE</i></b>					
CSA	1,809,407	2,527,298	2,000,000	2,500,000	500,000
Other Purchased Services	516,917	598,427	505,000	505,000	-
OTHER CHARGES	2,326,324	3,125,725	2,505,000	3,005,000	500,000
<b>TOTAL SPECIAL ASSISTANCE</b>	<b>2,326,324</b>	<b>3,125,725</b>	<b>2,505,000</b>	<b>3,005,000</b>	<b>500,000</b>
<b>TOTAL SOCIAL SERVICES FUND</b>	<b>7,147,876</b>	<b>8,168,559</b>	<b>7,930,000</b>	<b>9,042,000</b>	<b>1,112,000</b>

## Highway Maintenance Fund

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

- Maintenance of approximately 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, \$630,000 in additional revenue for FY 2019 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 2019.

***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 2019.

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

Indicators	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Measures</b>					
Lane Miles of Streets Paved	19.9	7.0	11.98	10.04	10
Linear Feet of Sidewalks Replaced	4,000	2,600	1,000	1,000	1,000

# Highway Maintenance Fund

## Revenue and Expenditure Summary:

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>Revenue by Classification</b>					
Use of Money	6,600	6,605	6,600	6,600	-
Miscellaneous Revenue	-	9,920	-	-	-
Recovered Costs	-	150	-	-	-
State Revenue	3,374,419	3,612,826	3,641,400	3,743,400	102,000
Federal Revenue	140,535	3,375	-	-	-
Non-Revenue Receipts	698,850	610,180	620,000	630,000	10,000
<b>TOTAL REVENUE</b>	<b>4,220,404</b>	<b>4,243,056</b>	<b>4,268,000</b>	<b>4,380,000</b>	<b>112,000</b>

## Expenditure by Classification

Personnel Services	1,408,553	1,373,341	1,427,300	1,558,000	130,700
Contractual Services	1,254,022	1,586,055	1,340,200	1,364,500	24,300
Internal Services	302,065	360,033	352,200	337,600	(14,600)
Other Charges	942,302	909,837	964,300	989,900	25,600
Capital	102,233	127,021	184,000	130,000	(54,000)
<b>TOTAL EXPENDITURES</b>	<b>4,009,175</b>	<b>4,356,287</b>	<b>4,268,000</b>	<b>4,380,000</b>	<b>112,000</b>

## Staffing Summary:

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Admin Division	3.0	3.0	3.0	3.0	0
Streets Division	13.0	13.0	13.0	13.0	0
Snow & Ice Removal	1.0	1.0	1.0	1.0	0
Traffic Division	5.0	5.0	5.0	6.0	1.0
Trees Division	2.0	2.0	2.0	2.0	0
<b>Total</b>	<b>24.0</b>	<b>24.0</b>	<b>24.0</b>	<b>25.0</b>	<b>1.0</b>

# Highway Maintenance Fund

## ***Revenue Detail:***

REVENUE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Interest Earnings	-	5	-	-	-
General Property Rental	6,600	6,600	6,600	6,600	-
USE OF MONEY	6,600	6,605	6,600	6,600	-
Sale of Surplus Property	-	9,920	-	-	-
MISCELLANEOUS	-	9,920	-	-	-
Street & Highway Maintenance	2,994,974	3,079,653	3,141,400	3,243,400	102,000
Revenue Sharing Grant	379,445	533,173	500,000	500,000	-
STATE REVENUE	3,374,419	3,612,826	3,641,400	3,743,400	102,000
Department of Forestry	4,125	3,375	-	-	-
Public Assistant Grant	136,410	-	-	-	-
FEDERAL REVENUE	140,535	3,375	-	-	-
Insurance Recoveries	10,063	5,180	-	-	-
General Fund	688,787	605,000	620,000	630,000	10,000
NON-REVENUE RECEIPTS	698,850	610,180	620,000	630,000	10,000
<b>TOTAL HIGHWAY MAINT FUND</b>	<b>4,220,404</b>	<b>4,243,056</b>	<b>4,268,000</b>	<b>4,380,000</b>	<b>112,000</b>

# Highway Maintenance Fund

## ***Expenditure Detail:***

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
<b>ADMINISTRATION</b>					
Regular	157,666	164,343	141,180	150,186	9,006
Overtime	2,159	2,912	2,000	3,000	1,000
Part-time	1,204	3,118	-	-	-
FICA	12,012	12,652	10,322	11,054	732
VRS-Employer	18,072	15,089	13,553	13,501	(52)
Retirees	24,854	19,845	20,000	20,000	-
Insurance-Employer	1,845	2,059	1,849	1,967	118
State Unemployment Tax	4,158	-	-	-	-
Worker's Compensation	355	114	170	102	(68)
Benefits Admin Fee	71	111	105	105	-
Employee Benefits	18,149	22,847	21,037	22,404	1,367
VRS Health Insurance Credit	229	204	184	181	(3)
<b>PERSONNEL</b>	<b>240,774</b>	<b>243,294</b>	<b>210,400</b>	<b>222,500</b>	<b>12,100</b>
Engineering & Architect	-	2,775	-	-	-
Repairs & Maintenance	4,251	6,813	5,500	5,500	-
Vehicle Repairs & Maintenance	26	414	-	100	100
Computer Services	-	337	1,600	1,600	-
Printing & Binding	541	30	300	300	-
<b>CONTRACTUAL SERV</b>	<b>4,818</b>	<b>10,369</b>	<b>7,400</b>	<b>7,500</b>	<b>100</b>
Equipment Fuel	162	155	600	200	(400)
Equipment Parts	916	622	300	300	-
Equipment Labor	2,467	678	800	800	-
<b>INTERNAL SERVICES</b>	<b>3,545</b>	<b>1,455</b>	<b>1,700</b>	<b>1,300</b>	<b>(400)</b>
Postal Services	22	222	200	200	-
Telecommunications	819	1,213	2,000	2,000	-
Property Insurance	2,004	2,032	2,100	2,100	-
Motor Vehicle Insurance	1,279	1,080	2,000	1,500	(500)
Office Equipment Rental	1,302	1,350	1,000	1,500	500
Mileage	285	-	600	600	-
Travel & Training	1,271	452	2,000	2,000	-
Dues & Memberships	-	-	100	-	(100)
Office Supplies	2,381	2,790	2,800	2,800	-

# Highway Maintenance Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>ADMINISTRATION - continued</b>					
Food & Food Service	1,993	467	1,000	1,000	-
Laundry & Janitorial	157	558	200	200	-
Building Repair & Maintenance	281	255	-	200	200
Uniforms & Apparel	260	142	-	200	200
Books & Subscriptions	110	125	-	200	200
Other Operating Supplies	696	1,994	1,000	1,000	-
Computer Supplies	107	-	3,600	3,600	-
OTHER CHARGES	12,967	12,680	18,600	19,100	500
<b>TOTAL ADMINISTRATION</b>	<b>262,104</b>	<b>267,798</b>	<b>238,100</b>	<b>250,400</b>	<b>12,300</b>
<b>STREETS</b>					
Regular	449,647	459,948	415,359	462,111	46,752
Overtime	35,795	52,004	50,000	50,000	-
Part-time	-	-	-	15,000	15,000
FICA	36,315	37,856	34,379	38,756	4,377
VRS-Employer	51,192	39,880	39,740	42,128	2,388
Retirees	-	5,424	5,700	12,000	6,300
Insurance-Employer	5,225	5,447	5,422	6,053	631
VA Local Disability Plan	286	588	575	1,308	733
Worker's Compensation	23,375	21,184	19,020	21,921	2,901
Benefits Admin Fee	296	447	429	474	45
Employee Benefits	88,510	99,751	93,738	120,895	27,157
VRS Health Insurance Credit	652	539	538	554	16
Engineering & Architect	-	49,450	-	-	-
Repairs & Maintenance	24,254	91,481	27,000	40,000	13,000
Vehicle Repair & Maint	12,515	1,931	500	2,000	1,500
R & M Sidewalk Repair	2,790	2,738	-	3,000	3,000
R & M Resurfacing/Planing	676,211	1,068,506	1,000,000	1,000,000	-
Printing & Binding	717	170	1,100	800	(300)
Laundry & Dry Cleaning	10,713	12,243	12,000	12,500	500
Refuse Service	900	270	800	800	-
CONTRACTUAL SERV	728,100	1,226,789	1,041,400	1,059,100	17,700

# Highway Maintenance Fund

## *Expenditure Detail - continued:*

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b><i>STREETS - continued</i></b>					
Equipment Fuel	37,766	32,514	70,000	40,000	(30,000)
Equipment Parts	82,276	104,077	80,000	80,000	-
Equipment Labor	122,938	168,747	115,000	150,000	35,000
INTERNAL SERVICES	242,980	305,338	265,000	270,000	5,000
Electrical Services	8,063	7,872	8,000	8,000	-
Heating Services	3,599	3,301	7,000	4,000	(3,000)
Telecommunications	4,930	3,697	4,900	1,000	(3,900)
Motor Vehicle Insurance	10,582	9,234	10,500	10,500	-
Equipment Rental	6,473	39,568	5,000	5,000	-
Office Equipment Rental	1,205	1,350	1,200	1,200	-
Travel & Training	1,969	510	2,000	2,000	-
Office Supplies	419	350	500	500	-
Food & Food Service	2,199	2,397	2,000	2,500	500
Landscaping/Agricultural	14,067	8,903	7,000	10,000	3,000
Laundry & Janitorial	3,333	726	1,500	1,500	-
Building Repair & Maint	4,073	2,473	5,000	5,000	-
Vehicle & Equipment Fuels	158	160	300	300	-
Vehicle & Equip Supplies	9,417	26,192	3,500	5,000	1,500
Uniforms & Apparel	9,952	7,022	10,000	10,000	-
Other Operating Supplies	1,077	712	2,000	1,500	(500)
Streets & Sidewalks	45,419	49,631	45,000	45,000	-
Chemicals	-	-	1,000	-	(1,000)
Computer Supplies	7	-	1,700	-	(1,700)
OTHER CHARGES	126,942	164,098	118,100	113,000	(5,100)
Motor Vehicle & Equipment	102,233	127,021	184,000	-	(184,000)
CAPITAL	102,233	127,021	184,000	-	(184,000)
<b>TOTAL STREETS</b>	<b>1,891,548</b>	<b>2,546,314</b>	<b>2,273,400</b>	<b>2,213,300</b>	<b>(60,100)</b>

# Highway Maintenance Fund

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

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
<b><i>STORM DRAINAGE</i></b>					
Regular	1,384	236	8,871	-	(8,871)
FICA	103	18	643	-	(643)
VRS-Employer	108	24	852	-	(852)
Insurance-Employer	11	3	116	-	(116)
Va Local Disability Plan	2	-	-	-	-
Worker's Compensation	68	10	372	-	(372)
Benefits Admin Fee	1	-	9	-	(9)
Employee Benefits	-	-	1,425	-	(1,425)
VRS Health Insurance Credit	1	-	12	-	(12)
PERSONNEL	<u>1,678</u>	<u>291</u>	<u>12,300</u>	<u>-</u>	<u>(12,300)</u>
Repairs & Maintenance	<u>8,615</u>	<u>84,906</u>	<u>20,000</u>	<u>20,000</u>	<u>-</u>
CONTRACTUAL SERV	<u>8,615</u>	<u>84,906</u>	<u>20,000</u>	<u>20,000</u>	<u>-</u>
Building Repair & Maint	3,377	4,278	5,000	5,000	-
Streets & Sidewalks	<u>4,250</u>	<u>830</u>	<u>1,000</u>	<u>1,000</u>	<u>-</u>
OTHER CHARGES	<u>7,627</u>	<u>5,108</u>	<u>6,000</u>	<u>6,000</u>	<u>-</u>
<b>TOTAL STORM DRAINAGE</b>	<b><u>17,920</u></b>	<b><u>90,305</u></b>	<b><u>38,300</u></b>	<b><u>26,000</u></b>	<b><u>(12,300)</u></b>
<b><i>STREET LIGHTS</i></b>					
Repairs & Maintenance	<u>98,787</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
CONTRACTUAL SERV	<u>98,787</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Electrical Services	<u>457,447</u>	<u>459,440</u>	<u>460,000</u>	<u>460,000</u>	<u>-</u>
OTHER CHARGES	<u>457,447</u>	<u>459,440</u>	<u>460,000</u>	<u>460,000</u>	<u>-</u>
<b>TOTAL STREET LIGHTS</b>	<b><u>556,234</u></b>	<b><u>459,440</u></b>	<b><u>460,000</u></b>	<b><u>460,000</u></b>	<b><u>-</u></b>
<b><i>SNOW &amp; ICE REMOVAL</i></b>					
Regular	42,629	25,678	60,933	26,814	(34,119)
Overtime	43,863	900	40,000	40,000	-
FICA	6,522	1,954	7,370	5,229	(2,141)

# Highway Maintenance Fund

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

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
<b><i>SNOW &amp; ICE - continued</i></b>					
VRS-Employer	5,980	2,058	5,850	2,743	(3,107)
Insurance-Employer	551	281	798	400	(398)
Va Local Disability Plan	43	41	169	-	(169)
Worker's Compensation	3,387	972	4,096	2,841	(1,255)
Benefits Admin Fee	33	15	72	36	(36)
Employee Benefits	-	-	20,032	-	(20,032)
VRS Health Insurance Credit	67	28	80	37	(43)
PERSONNEL	103,075	31,927	139,400	78,100	(61,300)
Repairs & Maintenance	223,017	23,358	30,000	25,000	(5,000)
Vehicle Repairs & Maint	-	9,943	-	-	-
CONTRACTUAL SERVICES	223,017	33,301	30,000	25,000	(5,000)
Equipment Fuel	135	-	1,000	800	(200)
Equipment Parts	24,267	10,889	35,000	25,000	(10,000)
Equipment Labor	6,705	6,540	14,000	7,000	(7,000)
INTERNAL SERVICES	31,107	17,429	50,000	32,800	(17,200)
Electrical Services	2,037	1,665	1,500	1,500	-
Travel - Convention & Educ	4,268	1,071	-	-	-
Office Supplies	144	-	-	-	-
Food & Food Service	2,072	1,805	-	2,000	2,000
Building Repair & Maint	296	4,051	1,500	1,500	-
Vehicle & Equip Supplies	3,268	4,016	-	5,000	5,000
Chemicals	91,811	4,689	100,000	100,000	-
OTHER CHARGES	103,896	17,297	103,000	110,000	7,000
<b>TOTAL SNOW &amp; ICE</b>	<b>461,095</b>	<b>99,954</b>	<b>322,400</b>	<b>245,900</b>	<b>(76,500)</b>

# Highway Maintenance Fund

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

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
<b>TRAFFIC SIGNALS</b>					
Regular	166,919	160,637	176,454	240,437	63,983
Overtime	24,255	27,315	28,000	28,000	-
FICA	14,274	14,117	15,209	20,326	5,117
VRS-Employer	18,802	14,598	16,939	22,082	5,143
Insurance-Employer	1,918	1,992	2,311	3,191	880
VA Local Disability Plan	190	273	346	884	538
Worker's Compensation	9,235	7,775	7,716	10,050	2,334
Benefits Admin Fee	108	161	180	216	36
Employee Benefits	34,705	36,307	39,215	42,625	3,410
VRS Health Insurance Credit	240	198	230	289	59
PERSONNEL	270,646	263,373	286,600	368,100	81,500
Repairs & Maintenance	22,780	32,633	30,000	25,000	(5,000)
Vehicle Repairs & Maint	593	270	-	1,500	1,500
R & M Street Striping	60,464	30,135	60,000	75,000	15,000
Printing & Binding	10	30	100	100	-
Miss Utility Service	608	609	700	700	-
CONTRACTUAL SERVICES	84,455	63,677	90,800	102,300	11,500
Equipment Fuel	3,847	3,862	8,000	5,000	(3,000)
Equipment Parts	6,706	6,430	8,000	8,000	-
Equipment Labor	5,703	13,187	10,000	10,000	-
INTERNAL SERVICES	16,256	23,479	26,000	23,000	(3,000)
Electrical Services	56,097	57,245	60,000	60,000	-
Heating Services	919	1,375	1,500	1,500	-
Postal Services	141	172	200	200	-
Telecommunications	8,629	9,179	9,000	9,000	-
Motor Vehicle Insurance	4,476	3,511	6,000	6,000	-
Equipment Rental	5,719	450	2,000	2,000	-
Travel & Training	1,903	490	4,000	4,000	-
Dues & Memberships	-	425	-	-	-
Office Supplies	1,191	357	1,000	1,000	-
Food & Food Service	191	245	-	300	300

# Highway Maintenance Fund

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

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
<b>TRAFFIC SIGNALS - continued</b>					
Landscaping Supplies	2,342	122	-	2,500	2,500
Laundry & Janitorial	754	302	1,000	500	(500)
Building Repair & Maint	63,176	65,460	65,000	85,000	20,000
Vehicle & Equipment Fuels	220	1,291	1,500	1,500	-
Vehicle & Equip Supplies	5,054	1,228	2,000	2,000	-
Uniforms & Apparel	2,641	3,051	3,200	3,200	-
Books & Subscriptions	-	-	100	1,000	900
Other Operating Supplies	655	954	500	500	-
Signs	44,983	67,450	60,000	60,000	-
Computer Supplies	1,726	-	-	-	-
Pavement Marking Materials	20,089	22,828	25,000	25,000	-
OTHER CHARGES	220,906	236,135	242,000	265,200	23,200
<b>TOTAL TRAFFIC SIGNALS</b>	<b>592,263</b>	<b>586,664</b>	<b>645,400</b>	<b>758,600</b>	<b>113,200</b>
<b>TREES DIVISION</b>					
Regular	70,765	72,035	74,659	77,302	2,643
Overtime	458	3,184	2,000	2,000	-
FICA	5,278	5,265	5,389	5,520	131
VRS-Employer	7,868	6,570	7,168	7,134	(34)
Insurance-Employer	801	902	978	1,013	35
VA Local Disability Insurance	3	164	176	238	62
Worker's Compensation	3,489	3,147	3,129	3,277	148
Benefits Admin Fee	42	68	72	72	-
Employee Benefits	12,283	19,963	20,032	21,451	1,419
VRS Health Insurance Credit	100	90	97	93	(4)
PERSONNEL	101,087	111,388	113,700	118,100	4,400
Repairs & Maintenance	104,944	166,710	150,000	150,000	-
Printing & Binding	57	235	100	100	-
Local Media	286	-	-	-	-
Laundry & Dry Cleaning	943	68	500	500	-
CONTRACTUAL SERV	106,230	167,013	150,600	150,600	-

# Highway Maintenance Fund

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

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
<b><i>TREES - continued</i></b>					
Equipment Fuel	2,242	2,316	2,500	2,500	-
Equipment Parts	1,236	1,663	1,000	2,000	1,000
Equipment Labor	4,699	8,353	6,000	6,000	-
INTERNAL SERVICES	8,177	12,332	9,500	10,500	1,000
Postal Services	3	143	100	100	-
Telecommunications	1,622	1,687	2,000	2,000	-
Motor Vehicle Insurance	408	337	500	500	-
Mileage & Transportation	245	242	500	500	-
Travel & Training	984	1,528	1,500	1,500	-
Dues & Memberships	365	265	500	500	-
Office Supplies	236	286	300	300	-
Food & Food Services	97	80	100	100	-
Landscaping/Agricultural	6,918	6,903	7,500	7,500	-
Vehicle & Equipment Fuels	-	205	200	200	-
Vehicle & Equipment	977	1,526	1,500	1,500	-
Uniforms & Apparel	520	1,707	1,500	1,500	-
Books & Subscriptions	-	66	200	200	-
Other Operating Supplies	142	104	200	200	-
OTHER CHARGES	12,517	15,079	16,600	16,600	-
Motor Vehicle & Equipment	-	-	-	130,000	130,000
CAPITAL	-	-	-	130,000	130,000
<b>TOTAL TREES DIVISION</b>	<b>228,011</b>	<b>305,812</b>	<b>290,400</b>	<b>425,800</b>	<b>135,400</b>
<b>TOTAL HIGHWAY MAINT FUND</b>	<b>4,009,175</b>	<b>4,356,287</b>	<b>4,268,000</b>	<b>4,380,000</b>	<b>112,000</b>

## Transit Fund

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

***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	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Measures</b>					
Ridership	126,122	138,961	143,208	130,000	135,000
Vehicle Revenue Miles	189,545	197,472	193,576	192,000	192,000
Vehicle Revenue Hours	18,121	18,732	18,390	18,500	18,500
Reportable Incidents	2	7	3	0	0
Injuries	0	1	1	0	0

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

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>Revenue by Classification</b>					
Charges for Services	99,306	114,756	97,300	110,000	12,700
Miscellaneous Revenue	-	106	-	-	-
State Revenue	168,916	279,157	232,400	206,000	(26,400)
Federal Revenue	436,681	883,816	716,000	439,000	(277,000)
Non-Revenue Receipts	238,570	227,083	275,300	252,000	(23,300)
<b>TOTAL REVENUE</b>	<b>943,473</b>	<b>1,504,918</b>	<b>1,321,000</b>	<b>1,007,000</b>	<b>(314,000)</b>

# Transit Fund

## Revenues and Expenditure Summary:

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2019
	ACTUAL	ACTUAL	ORIGINAL	ADOPTED	BUDGET
			BUDGET	BUDGET	Inc/(Dec)
<b>Expenditure by Classification</b>					
Personnel Services	681,469	653,680	686,450	717,300	30,850
Contractual Services	44,450	61,546	53,000	51,100	(1,900)
Internal Services	159,347	154,574	185,000	182,000	(3,000)
Other Charges	58,381	41,995	81,550	56,600	(24,950)
Capital	-	593,526	315,000	-	(315,000)
<b>TOTAL EXPENDITURES</b>	<b>943,647</b>	<b>1,505,321</b>	<b>1,321,000</b>	<b>1,007,000</b>	<b>(314,000)</b>

## Staffing Summary:

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	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
<b>Total</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>	<b>0</b>

## Revenue Detail:

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2019
REVENUE	ACTUAL	ACTUAL	ORIGINAL	ADOPTED	BUDGET
			BUDGET	BUDGET	Inc/(Dec)
Fixed Route - Meter Fares	65,678	65,071	65,000	65,000	-
Fixed Route - Adult Fares	10,863	11,053	9,000	9,000	-
Fixed Route - Half Fares	3,050	4,180	3,000	3,000	-
Para-transit Meter Fares	2,866	2,835	2,800	2,800	-
Advertising	10,160	25,737	10,000	22,700	12,700
Trolley Meter Fares	1,461	1,045	2,500	2,500	-
Para-transit Adult Ticket	68	10	-	-	-
Para-transit Half Fare	5,160	4,825	5,000	5,000	-
<b>CHARGES FOR SERVICES</b>	<b>99,306</b>	<b>114,756</b>	<b>97,300</b>	<b>110,000</b>	<b>12,700</b>

# Transit Fund

## Revenue Detail - continued:

REVENUE	FY 2016	FY 2017	FY 2018	FY 2019	FY 2019
	ACTUAL	ACTUAL	ORIGINAL BUDGET	ADOPTED BUDGET	BUDGET Inc/(Dec)
Miscellaneous	-	106	-	-	-
MISC REVENUE	-	106	-	-	-
Formula Assistance	165,364	189,023	189,000	206,000	17,000
Capital Projects	3,552	90,134	43,400	-	(43,400)
STATE REVENUE	168,916	279,157	232,400	206,000	(26,400)
Federal Programs	416,069	407,856	439,000	439,000	-
Capital Projects	20,612	475,960	277,000	-	(277,000)
FEDERAL REVENUE	436,681	883,816	716,000	439,000	(277,000)
Insurance Recoveries	3,570	6,083	-	-	-
General Fund	235,000	221,000	275,300	252,000	(23,300)
NON-REVENUE RECEIPTS	238,570	227,083	275,300	252,000	(23,300)
<b>TOTAL TRANSIT REVENUE</b>	<b>943,473</b>	<b>1,504,918</b>	<b>1,321,000</b>	<b>1,007,000</b>	<b>(314,000)</b>

## Expenditure Detail:

EXPENDITURES	FY 2016	FY 2017	FY 2018	FY 2019	FY 2019
	ACTUAL	ACTUAL	ORIGINAL BUDGET	ADOPTED BUDGET	BUDGET Inc/(Dec)
<b>FIXED ROUTE SERVICE</b>					
Regular	304,658	284,848	308,175	333,782	25,607
Overtime	37,438	33,502	25,000	25,000	-
Part-time Non-Classified	17,798	43,324	15,808	15,808	-
FICA	26,833	27,044	26,458	28,601	2,143
VRS-Employer	35,568	25,819	29,584	30,270	686
Retirees	12,427	9,922	10,000	10,000	-
Insurance-Employer	3,618	3,524	4,037	4,359	322
VA Local Disability Plan	363	349	520	860	340
Worker's Compensation	6,791	5,804	5,680	6,519	839

# Transit Fund

## Expenditure Detail - continued:

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2019
EXPENDITURES	ACTUAL	ACTUAL	ORIGINAL	ADOPTED	BUDGET
			BUDGET	BUDGET	Inc/(Dec)
<b>FIXED ROUTE SERVICE - continued</b>					
Benefits Admin Fee	220	282	330	323	(7)
Employee Benefits	66,507	63,078	72,957	69,079	(3,878)
VRS Health Insurance Credit	450	349	401	399	(2)
PERSONNEL	512,671	497,845	498,950	525,000	26,050
Medical, Dental, & Hospital	2,280	1,230	1,500	1,500	-
Other Professional Services	50	-	300	100	(200)
Repairs & Maintenance	4,986	18,002	7,000	7,000	-
Vehicle Repair & Maintenance Services	448	1,142	2,000	2,000	-
Computer/Hardware Service Contracts	28,913	32,219	32,000	32,000	-
Printing & Binding	3,766	5,946	5,000	4,000	(1,000)
Local Media	1,273	127	1,800	1,500	(300)
Laundry & Dry Cleaning	2,734	2,880	3,000	3,000	-
CONTRACTUAL SERVICES	44,450	61,546	52,600	51,100	(1,500)
Equipment Fuel	35,311	38,087	50,000	42,000	(8,000)
Equipment Parts	40,753	30,316	40,000	35,000	(5,000)
Equipment Labor	50,913	44,939	55,000	65,000	10,000
INTERNAL SERVICES	126,977	113,342	145,000	142,000	(3,000)
Electrical Services	5,288	4,888	5,500	5,500	-
Heating Services	1,502	1,557	4,500	3,000	(1,500)
Water & Sewer	878	1,108	1,200	1,500	300
Postal Services	210	222	300	300	-
Telecommunications	6,269	5,659	6,000	6,000	-
Property Insurance	1,437	1,588	2,000	2,000	-
Motor Vehicle Insurance	10,683	8,279	15,000	15,000	-
General Liability Insurance	3,004	2,011	3,500	3,200	(300)
Mileage	-	310	500	500	-
Travel - Convention & Education	362	593	1,500	1,000	(500)
Dues & Association Memberships	803	687	1,000	1,000	-
Misc Charges & Fees	-	145	-	-	-
Background Checks	313	365	250	300	50
Office Supplies	610	1,330	1,500	1,500	-
Medical & Laboratory	499	500	600	600	-

# Transit Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>FIXED ROUTE SERVICE - continued</b>					
Laundry & Janitorial Services	1,739	1,604	2,000	2,000	-
Building Repair & Maintenance	1,321	84	200	200	-
Vehicle & Equipment Fuels	-	731	-	-	-
Vehicle & Equipment Supplies	-	2,801	1,000	1,000	-
Uniforms & Apparel	352	902	2,000	2,000	-
Other Operating Supplies	20,571	6,339	30,000	10,000	(20,000)
Computer/Hardware Supplies	2,540	292	3,000	-	(3,000)
OTHER CHARGES	58,381	41,995	81,550	56,600	(24,950)
Machinery & Equipment	-	593,526	315,000	-	(315,000)
CAPITAL	-	593,526	315,000	-	(315,000)
<b>TOTAL FIXED ROUTE SERVICE</b>	<b>742,479</b>	<b>1,308,254</b>	<b>1,093,100</b>	<b>774,700</b>	<b>(318,400)</b>
<b>PARATRANSIT SERVICE</b>					
Regular	91,629	91,761	92,082	106,746	14,664
Overtime	5,091	3,547	5,000	5,000	-
Part-time Non-classified	1,859	-	-	-	-
FICA	7,393	7,082	7,151	8,343	1,192
VRS-Employer	10,702	8,445	8,840	9,596	756
Insurance-Employer	1,089	1,152	1,206	1,398	192
Worker's Compensation	3,004	2,503	2,550	3,102	552
Benefits Admin Fee	72	104	108	108	-
Employee Benefits	20,758	23,197	24,243	29,779	5,536
VRS Health Insurance Credit	136	114	120	128	8
PERSONNEL	141,733	137,905	141,300	164,200	22,900
Medical, Dental, & Hospital	-	-	400	-	(400)
CONTRACTUAL SERVICES	-	-	400	-	(400)

# Transit Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>PARATRANSIT SERVICE - continued</b>					
Equipment Fuel	9,580	11,074	10,000	10,000	-
Equipment Parts	4,691	4,558	5,000	5,000	-
Equipment Labor	8,001	11,751	10,000	10,000	-
INTERNAL SERVICES	22,272	27,383	25,000	25,000	-
<b>TOTAL PARATRANSIT SERVICE</b>	<b>164,005</b>	<b>165,288</b>	<b>166,700</b>	<b>189,200</b>	<b>22,500</b>
<b>TROLLEY ROUTES</b>					
Regular	631	-	-	-	-
Overtime	170	52	-	-	-
Part-time Non-classified	23,607	16,204	42,000	25,400	(16,600)
FICA	1,902	1,244	3,097	1,912	(1,185)
Worker's Compensation	755	430	1,103	788	(315)
PERSONNEL	27,065	17,930	46,200	28,100	(18,100)
Equipment Fuel	3,648	2,197	5,000	5,000	-
Equipment Parts	1,507	6,088	5,000	5,000	-
Equipment Labor	4,943	5,564	5,000	5,000	-
INTERNAL SERVICES	10,098	13,849	15,000	15,000	-
<b>TOTAL TROLLEY ROUTES</b>	<b>37,163</b>	<b>31,779</b>	<b>61,200</b>	<b>43,100</b>	<b>(18,100)</b>
<b>TOTAL TRANSIT EXPENDITURES</b>	<b>943,647</b>	<b>1,505,321</b>	<b>1,321,000</b>	<b>1,007,000</b>	<b>(314,000)</b>

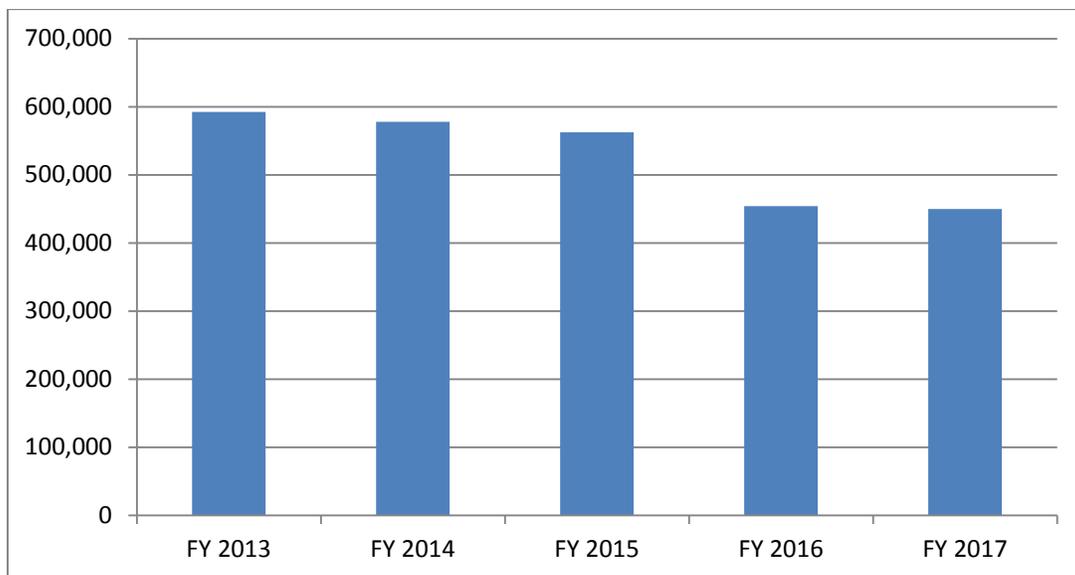
## Emergency Medical Services (EMS) Fund

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

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

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

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



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

REVENUE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Interest Earnings	1,527	1,574	2,000	2,000	-
REVENUE USE OF MONEY	1,527	1,574	2,000	2,000	-
EMS Transport Fees	1,051,316	1,253,259	1,123,000	1,123,000	-
CHARGES FOR SERVICES	1,051,316	1,253,259	1,123,000	1,123,000	-
<b>TOTAL EMS REVENUE</b>	<b>1,052,843</b>	<b>1,254,833</b>	<b>1,125,000</b>	<b>1,125,000</b>	<b>-</b>

## Emergency Medical Services (EMS) Fund

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

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Administration	1.0	1.0	1.0	1.0	0
Firefighters	9.0	9.0	10.0	10.0	0
<b>Total</b>	<b>10.0</b>	<b>10.0</b>	<b>11.0</b>	<b>11.0</b>	<b>0</b>

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

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>Expenditure by Classification</b>					
Personnel Services	683,356	782,298	700,350	731,200	30,850
Contractual Services	228,749	231,146	243,900	233,950	(9,950)
Other Charges	249,161	245,468	180,750	159,850	(20,900)
<b>TOTAL EXPENDITURES</b>	<b>1,161,266</b>	<b>1,258,912</b>	<b>1,125,000</b>	<b>1,125,000</b>	<b>-</b>

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Regular	460,272	528,223	459,467	490,951	31,484
Overtime	45,577	41,991	52,000	36,000	(16,000)
FICA	35,160	45,457	38,847	39,638	791
VRS-Employer	50,085	51,537	44,000	44,397	397
VRS-LODA	4,151	5,106	5,200	5,200	-
Retirees	9,320	8,269	8,300	8,300	-
Insurance-Employer	5,090	7,033	6,023	6,431	408
VA Local Disability Plan	245	237	247	308	61
Worker's Compensation	18,298	15,631	16,104	17,246	1,142
Benefits Admin Fee	232	16,551	360	396	36
Employee Benefits	54,292	61,565	69,203	81,743	12,540
VRS Health Insurance Credit	634	698	599	590	(9)
<b>PERSONNEL</b>	<b>683,356</b>	<b>782,298</b>	<b>700,350</b>	<b>731,200</b>	<b>30,850</b>

## Emergency Medical Services (EMS) Fund

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

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Medical, Dental, & Hospital	763	1,635	7,300	1,300	(6,000)
Other Professional Services	54,120	55,563	58,500	58,500	-
Computer Services	-	511	1,500	550	(950)
Printing & Binding	714	624	1,100	600	(500)
Laundry & Dry Cleaning Services	3,152	2,813	5,500	3,000	(2,500)
Volunteer Fire Stations	170,000	170,000	170,000	170,000	-
<b>CONTRACTUAL SERVICES</b>	<b>228,749</b>	<b>231,146</b>	<b>243,900</b>	<b>233,950</b>	<b>(9,950)</b>
Postal Services	50	79	100	100	-
Telecommunications	960	-	-	-	-
Office Equipment Rental	352	408	400	400	-
Travel - Convention & Education	539	994	1,500	1,000	(500)
Volunteer Fire Department	208,959	170,522	113,500	113,500	-
Banking Fees	71	364	-	-	-
Misc. Charges & Fees	5,692	7,099	10,000	5,000	(5,000)
Office Supplies	199	193	1,000	200	(800)
Food & Food Service	362	-	950	-	(950)
Medical Laboratory	27,600	27,959	29,250	29,250	-
Laundry & Janitorial	-	221	500	500	-
Vehicle & Equipment Fuels	-	-	50	-	(50)
Uniforms & Apparel	3,802	36,760	16,600	8,900	(7,700)
Books & Subscriptions	-	-	500	-	(500)
Other Operating Supplies	575	869	6,400	1,000	(5,400)
<b>OTHER CHARGES</b>	<b>249,161</b>	<b>245,468</b>	<b>180,750</b>	<b>159,850</b>	<b>(20,900)</b>
<b>TOTAL EMS EXPENDITURES</b>	<b>1,161,266</b>	<b>1,258,912</b>	<b>1,125,000</b>	<b>1,125,000</b>	<b>-</b>

## Winchester-Frederick County Convention & Visitors Bureau Fund

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



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

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- Market Winchester-Frederick County as a leisure, group tour and meeting destination in the Shenandoah Valley.
- Build on the branding and tagline by including research-based strategies that are in demand by travelers in our established target markets, and also descriptive of the community.
- Support the development of new tourism product, including restaurants, shops, breweries, wineries and attractions.
- Advance the use of technology in marketing and tourism promotion by continuing the creation of a digital footprint through our website, social media platforms and digital marketing.
- Create more tourism and brand awareness and pride within the community through local outreach with civic organizations, implementation of the Tourism Ambassador program, and continued positive exposure in TV, radio and newspaper outlets.
- Draw attention to the area by travel writers and group-tour operators.
- Supplement revenue through duratran rentals, co-op advertising, visitor guide ads and gift shop sales.
- Continue efforts to build stronger relationships with local, regional and state stakeholders.

# Winchester-Frederick County Convention & Visitors Bureau Fund

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

- Continue to develop and engage with regional marketing partnerships such as the Shenandoah Valley Tourism Partnership, Shenandoah Spirits Trail, and Top of Virginia Artisan Trail.

## ***Performance Measures:***

- Increase the number of visitors to [www.visitwinchesterva.com](http://www.visitwinchesterva.com) by 10% and improve average time on site by 5%.
- Increase owned image portfolio by 25 professional images and 3 minutes of professional video each year.
- Increase the engagement on Facebook, Instagram and Twitter by 10% each.
- Increase local producer/artist representation at the Visitor's Center by 5 times each year and increase per capita spending by 5% each year.
- Raise \$33,000 in revenue.
- Increase combined City/County hotel occupancy rate and RevPAR (revenue per available room) by 1% annually.

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

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>Revenue by Classification</b>					
Revenue Use of Money	245	56	-	-	-
Miscellaneous Revenue	155,124	232,248	243,000	223,500	(19,500)
Non-Revenue Receipts	100,500	150,000	150,000	150,500	500
<b>TOTAL REVENUE</b>	<b>255,869</b>	<b>382,304</b>	<b>393,000</b>	<b>374,000</b>	<b>(19,000)</b>
<b>Expenditure by Classification</b>					
Personnel Services	144,082	182,416	200,800	194,900	(5,900)
Contractual Services	71,824	119,660	124,000	109,500	(14,500)
Other Charges	58,181	57,468	68,200	69,600	1,400
<b>TOTAL EXPENDITURES</b>	<b>274,087</b>	<b>359,544</b>	<b>393,000</b>	<b>374,000</b>	<b>(19,000)</b>

## ***Staffing Summary:***

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Administration	2.0	2.0	2.0	2.0	0
<b>Total</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0</b>

# Winchester-Frederick County Convention & Visitors Bureau Fund

## ***Revenue Detail:***

<b>REVENUE</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Interest Earnings	245	56	-	-	-
REVENUE USE OF MONEY	245	56	-	-	-
Special Events	11,670	30,761	28,000	28,000	-
Gift Shop Sales	22,079	22,076	25,000	25,000	-
Frederick County	100,500	150,000	150,000	150,500	500
Miscellaneous Grant	20,875	29,411	40,000	20,000	(20,000)
MISCELLANEOUS	155,124	232,248	243,000	223,500	(19,500)
General Fund	100,500	150,000	150,000	150,500	500
NON-REVENUE RECEIPTS	100,500	150,000	150,000	150,500	500
<b>TOTAL WFCCVB REVENUE</b>	<b>255,869</b>	<b>382,304</b>	<b>393,000</b>	<b>374,000</b>	<b>(19,000)</b>

## ***Expenditure Detail:***

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Regular	75,349	104,717	113,604	114,971	1,367
Overtime	30	7	-	-	-
Part-time Non-classified	35,897	37,076	42,000	42,000	-
FICA	8,225	10,452	10,745	11,598	853
VRS-Employer	9,010	9,654	10,906	10,306	(600)
Retirees	1,553	1,654	1,700	1,700	-
Insurance-Employer	922	1,317	1,488	1,506	18
Worker's Compensation	92	95	105	105	-
Flex Benefits - Admin Fee	38	69	72	72	-
Flex Benefits - Employee	12,852	17,244	20,032	12,504	(7,528)
VRS Health Insurance Credit	114	131	148	138	(10)
PERSONNEL	144,082	182,416	200,800	194,900	(5,900)

# Winchester-Frederick County Convention & Visitors Bureau Fund

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

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Other Professional Services	5,808	18,088	15,500	15,500	-
Maintenance Contracts	4,901	968	1,200	1,200	-
Computer/Software Contracts	-	594	-	-	-
Printing & Binding	20,555	19,182	10,000	20,000	10,000
Local Media	40,560	80,828	97,300	72,800	(24,500)
CONTRACTUAL SERV	71,824	119,660	124,000	109,500	(14,500)
Postal Services	6,861	2,782	7,000	7,000	-
Telecommunications	3,099	3,625	3,500	2,900	(600)
Property Insurance	1,184	1,152	1,300	-	(1,300)
General Liability Insurance	583	674	500	1,000	500
Office Equipment Rental	1,988	1,922	2,500	2,500	-
Building Rental	15,900	15,900	15,900	15,900	-
Mileage & Transportation	4,389	4,754	5,000	5,000	-
Travel & Training	2,481	3,452	5,600	5,800	200
Banking Fees	7	41	-	-	-
Dues & Memberships	3,315	5,170	5,000	5,000	-
Misc. Charges & Fees	2,160	877	800	800	-
Background Checks	92	-	100	100	-
Office Supplies	1,000	862	1,000	1,000	-
Food & Food Service	562	966	1,000	1,000	-
Books & Subscriptions	2,401	775	1,000	3,000	2,000
Other Operating Supplies	473	457	900	900	-
Merchandise for Resale	10,934	13,074	15,000	15,000	-
Computer Supplies	752	985	2,000	2,600	600
Awards, Plaques, Other	-	-	100	100	-
OTHER CHARGES	58,181	57,468	68,200	69,600	1,400
<b>TOTAL WFCCVB EXPENDITURES</b>	<b>274,087</b>	<b>359,544</b>	<b>393,000</b>	<b>374,000</b>	<b>(19,000)</b>

## Law Library Fund

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

### Goals and Objectives:

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

### Revenue and Expenditure Summary:

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>Revenue by Classification</b>					
Use of Money	835	382	-	-	-
Charges for Services	45,108	35,576	50,000	50,000	-
<b>TOTAL REVENUE</b>	<b>45,943</b>	<b>35,958</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>
<b>Expenditure by Classification</b>					
Personnel Services	6,000	5,748	6,000	6,000	-
Contractual Services	875	561	2,000	2,000	-
Other Charges	35,140	20,953	42,000	42,000	-
<b>TOTAL EXPENDITURES</b>	<b>42,015</b>	<b>27,262</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>

### Revenue Detail:

REVENUE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Interest Earnings	835	382	-	-	-
USE OF MONEY	835	382	-	-	-
City Fees	34,083	24,318	38,000	38,000	-
County Fees	11,025	11,258	12,000	12,000	-
CHARGES FOR SERVICES	45,108	35,576	50,000	50,000	-
<b>TOTAL REVENUE</b>	<b>45,943</b>	<b>35,958</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>

# Law Library Fund

## Expenditure Detail:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Part-time Non-classified	6,000	5,748	6,000	6,000	-
PERSONNEL	6,000	5,748	6,000	6,000	-
Repairs & Maintenance	-	70	2,000	1,000	(1,000)
Computer/Hardware Maint	875	491	-	1,000	1,000
CONTRACTUAL SERVICES	875	561	2,000	2,000	-
Telecommunications	2,026	1,664	2,000	2,000	-
Office Equipment	1,789	1,612	2,000	2,000	-
Banking Fees	26	70	500	500	-
Books & Subscriptions	27,785	15,389	30,000	30,000	-
Other Operating Supplies	-	2,218	2,500	2,500	-
Computer Supplies	3,514	-	5,000	5,000	-
OTHER CHARGES	35,140	20,953	42,000	42,000	-
<b>TOTAL EXPENDITURES</b>	<b>42,015</b>	<b>27,262</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>

# Winchester Parking Authority Fund

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



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

## 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	2015 Actual	2016 Actual	2017 Actual	2018 Estimated	2019 Projected
<b>Measures</b>					
Number of hourly customers utilizing the garages under normal operations	138,286	153,822	166,508	170,000	175,000
Number of total monthly parkers	957	955	998	1,021	1,040
Number of parkers Friday of Apple Blossom Festival	1,080	917	1,001	1,389	1,400
Number of parkers Saturday of Apple Blossom Festival	1,226	1,045	1,128	1,340	1,350
Number or parker for the Christmas Parade	339	113	256	250	250

# Winchester Parking Authority Fund

## Revenue Summary:

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>Revenue by Classification</b>					
Local Revenue	61,005	73,159	71,500	70,000	(1,500)
Charges for Services	1,097,053	1,120,135	1,170,500	1,160,000	(10,500)
Miscellaneous Revenue	2,937	4,519	-	-	-
<b>TOTAL REVENUE</b>	<b>1,160,995</b>	<b>1,197,813</b>	<b>1,242,000</b>	<b>1,230,000</b>	<b>(12,000)</b>

## Expenditure Summary:

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>Expenditure by Classification</b>					
Personnel Services	340,043	361,003	376,300	323,400	(52,900)
Contractual Services	27,370	91,160	85,900	108,100	22,200
Internal Services	5,948	6,473	7,600	7,000	(600)
Other Charges	215,236	168,849	192,700	232,100	39,400
Capital	253,490	255,713	-	40,000	40,000
Debt	370,767	361,180	579,500	519,400	(60,100)
<b>TOTAL EXPENDITURES</b>	<b>1,212,854</b>	<b>1,244,378</b>	<b>1,242,000</b>	<b>1,230,000</b>	<b>(12,000)</b>

## Staffing Summary:

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Administration	5.0	5.0	5.0	5.0	0
Parking Enforcement	1.0	1.0	1.0	1.0	0
<b>Total</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>0</b>

# Winchester Parking Authority Fund

## **Revenue Detail:**

<b>REVENUE</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Parking Fines	59,665	73,135	70,000	70,000	-
Interest Earnings	1,340	24	1,500	-	(1,500)
<b>LOCAL REVENUE</b>	<b>61,005</b>	<b>73,159</b>	<b>71,500</b>	<b>70,000</b>	<b>(1,500)</b>
Parking Meters - On Street	152,868	156,120	160,000	140,000	(20,000)
Parking Meters - Off Street	62,132	60,680	70,000	60,000	(10,000)
Meters - Park Mobile	-	-	-	16,000	16,000
Auto Park Fees - Court Square	39,244	35,673	40,000	35,000	(5,000)
Auto Park Fees - Loudoun	25,572	28,982	30,000	30,000	-
Auto Park Fees - Braddock	116,364	126,710	120,000	160,000	40,000
Auto Park Fees - GW	100,993	104,254	101,000	105,000	4,000
Parking - Off Street Rental	32,070	27,328	33,000	27,000	(6,000)
Auto Park Rent - Court Square	156,262	151,884	165,000	152,000	(13,000)
Auto Park Rent - Loudoun	116,899	130,835	124,000	132,000	8,000
Auto Park Rent - Braddock	81,509	83,310	82,000	85,000	3,000
Auto Park Rent - GW	198,938	201,588	205,500	205,000	(500)
Validated Parking - DDB	8,202	7,116	10,000	7,000	(3,000)
Advance Ticket Sales	6,000	5,655	30,000	6,000	(24,000)
<b>CHARGES FOR SERVICES</b>	<b>1,097,053</b>	<b>1,120,135</b>	<b>1,170,500</b>	<b>1,160,000</b>	<b>(10,500)</b>
Other	2,937	4,519	-	-	-
<b>MISCELLANEOUS REVENUE</b>	<b>2,937</b>	<b>4,519</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL WPA REVENUE</b>	<b>1,160,995</b>	<b>1,197,813</b>	<b>1,242,000</b>	<b>1,230,000</b>	<b>(12,000)</b>

# Winchester Parking Authority Fund

## ***Expenditure Detail:***

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b><i>WPA ADMINISTRATION</i></b>					
Regular	200,165	204,840	207,569	159,183	(48,386)
Overtime	10,505	15,023	13,000	13,000	-
Part-time	77	13,738	24,000	24,000	-
FICA	15,977	17,661	18,619	14,683	(3,936)
VRS-Employer	23,476	18,562	19,926	14,256	(5,670)
Retirees	6,214	4,961	5,000	5,000	-
Insurance-Employer	2,388	2,533	2,719	2,078	(641)
VA Local Disability Plan	15	17	18	27	9
Worker's Compensation	1,080	1,213	1,461	3,650	2,189
Flex Benefits - Admin Fee	123	177	185	153	(32)
Flex Benefits - Employee	27,391	30,819	32,234	28,381	(3,853)
VRS Health Insurance Credit	297	251	269	189	(80)
PERSONNEL	287,708	309,795	325,000	264,600	(60,400)
Engineering & Architect	-	1,800	10,000	10,000	-
Temporary Help/Other	233	255	200	5,000	4,800
Repairs & Maintenance	674	760	3,000	82,900	79,900
Landscaping	-	-	-	1,000	1,000
Vehicle Repair & Maint	400	1,642	1,000	1,500	500
Printing & Binding	4,685	7,380	4,100	5,000	900
Laundry & Dry Cleaning	571	30	-	-	-
CONTRACTUAL SERV	6,563	11,867	18,300	105,400	87,100
Equipment Fuel	2,177	2,788	2,500	3,000	500
Equipment Parts	2,189	1,844	3,000	2,000	(1,000)
Equipment Labor	1,571	1,841	2,000	2,000	-
Copier Charges	11	-	100	-	(100)
INTERNAL SERVICES	5,948	6,473	7,600	7,000	(600)
Electrical Services	-	-	-	79,000	79,000
Water & Sewer	-	2,841	2,500	2,800	300
Postal Services	210	141	500	200	(300)
Telecommunications	1,282	1,671	1,500	11,600	10,100
Property Insurance	-	-	-	26,100	26,100
Motor Vehicle Insurance	816	676	1,500	1,500	-
General Liability Insurance	2,616	2,441	3,000	3,000	-
Equipment Rental	-	-	2,000	2,000	-

# Winchester Parking Authority Fund

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

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
<b><i>WPA ADMIN- continued</i></b>					
Rent - Parking Lots	-	-	-	7,000	7,000
Mileage	-	-	100	100	-
Travel & Training	-	-	600	1,000	400
Banking Fees	34	95	-	50	50
Dues & Memberships	-	50	100	50	(50)
Misc Charges & Fees	17,836	19,934	18,000	20,000	2,000
Office Supplies	479	786	500	500	-
Food & Food Service	-	37	100	100	-
Landscaping Supplies	-	-	-	400	400
Laundry & Janitorial	-	-	-	2,500	2,500
Repair & Maintenance Supplies	-	-	-	20,600	20,600
Vehicle & Equip Supplies	412	593	500	500	-
Uniforms & Apparel	120	538	500	500	-
Other Operating Supplies	2,786	2,320	3,000	48,100	45,100
Chemicals	681	309	700	700	-
Computer Equipment	320	-	-	3,000	3,000
OTHER CHARGES	27,592	32,432	35,100	231,300	196,200
Depreciation Expense	253,490	255,713	-	-	-
Machinery & Equipment	-	-	-	40,000	40,000
CAPITAL	253,490	255,713	-	40,000	40,000
<b><i>WPA ADMINISTRATION</i></b>	<b><i>581,301</i></b>	<b><i>616,280</i></b>	<b><i>386,000</i></b>	<b><i>648,300</i></b>	<b><i>262,300</i></b>
<b><i>OFF-STREET LOTS</i></b>					
Repairs & Maintenance	517	1,564	1,000	-	(1,000)
CONTRACTUAL SERVICE	517	1,564	1,000	-	(1,000)
Electrical Services	4,697	5,010	5,000	-	(5,000)
Rent - Parking Lots	6,459	6,459	7,000	-	(7,000)
Landscaping/Agricultural	272	339	200	-	(200)
Repairs & Maintenance	199	114	-	-	-
Other Operating Supplies	19,158	2,687	2,000	-	(2,000)
OTHER CHARGES	30,785	14,609	14,200	-	(14,200)
<b>TOTAL OFF-STREET LOTS</b>	<b>31,302</b>	<b>16,173</b>	<b>15,200</b>	<b>-</b>	<b>(15,200)</b>

# Winchester Parking Authority Fund

## *Expenditure Detail - continued:*

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>BRADDOCK AUTOPARK</b>					
Repairs & Maintenance	7,203	57,600	18,000	-	(18,000)
CONTRACTUAL SERV	7,203	57,600	18,000	-	(18,000)
Electrical Services	13,491	11,462	13,000	-	(13,000)
Telecommunications	2,484	2,117	2,500	-	(2,500)
Property Insurance	5,737	5,620	5,700	-	(5,700)
Laundry & Janitorial	118	189	500	-	(500)
Repair & Maintenance	1,154	2,317	19,000	-	(19,000)
Other Operating Supplies	354	543	500	-	(500)
OTHER CHARGES	23,338	22,248	41,200	-	(41,200)
<b>BRADDOCK AUTOPARK</b>	<b>30,541</b>	<b>79,848</b>	<b>59,200</b>	<b>-</b>	<b>(59,200)</b>
<b>COURT SQUARE AUTOPARK</b>					
Repairs & Maintenance	3,072	1,484	10,000	-	(10,000)
Landscaping	-	-	1,000	-	(1,000)
CONTRACTUAL SERV	3,072	1,484	11,000	-	(11,000)
Electrical Services	23,411	21,018	25,000	-	(25,000)
Telecommunications	2,417	2,059	2,500	-	(2,500)
Property Insurance	5,762	5,643	5,800	-	(5,800)
Landscaping/Agricultural	254	675	-	-	-
Laundry & Janitorial	218	348	500	-	(500)
Repair & Maintenance	1,004	2,644	1,000	-	(1,000)
Other Operating Supplies	106	79	200	-	(200)
OTHER CHARGES	33,172	32,466	35,000	-	(35,000)
<b>COURT SQUARE AUTOPARK</b>	<b>36,244</b>	<b>33,950</b>	<b>46,000</b>	<b>-</b>	<b>(46,000)</b>
<b>LOUDOUN AUTOPARK</b>					
Repairs & Maintenance	2,608	2,227	10,000	-	(10,000)
CONTRACTUAL SERV	2,608	2,227	10,000	-	(10,000)
Electrical Services	19,067	18,994	20,000	-	(20,000)
Water & Sewer	1,077	-	-	-	-
Telecommunications	2,267	2,354	2,000	-	(2,000)
Property Insurance	7,507	7,353	7,500	-	(7,500)
Laundry & Janitorial	352	56	500	-	(500)

# Winchester Parking Authority Fund

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

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
<b><i>Loudoun- continued</i></b>					
Repair & Maintenance	973	3,219	1,000	-	(1,000)
Other Operating Supplies	106	71	-	-	-
OTHER CHARGES	31,349	32,047	31,000	-	(31,000)
<b>LOUDOUN AUTOPARK</b>	<b>33,957</b>	<b>34,274</b>	<b>41,000</b>	<b>-</b>	<b>(41,000)</b>
<b><i>PARKING ENFORCEMENT</i></b>					
Regular	35,446	35,697	34,653	40,607	5,954
Overtime	1,246	21	500	500	-
FICA	2,666	2,512	2,572	2,990	418
VRS-Employer	4,030	3,176	3,327	3,651	324
Insurance-Employer	410	433	454	532	78
Worker's Compensation	476	423	441	510	69
Flex Benefits - Admin Fee	24	34	36	36	-
Flex Benefits - Employee	7,986	8,869	9,272	9,926	654
VRS Health Insurance Credit	51	43	45	48	3
PERSONNEL	52,335	51,208	51,300	58,800	7,500
Repairs & Maintenance	83	-	-	-	-
Computer Maintenance	-	4,400	2,200	2,200	-
Printing & Binding	-	1,071	400	500	100
Laundry & Dry Cleaning	389	5	-	-	-
CONTRACTUAL SERVICES	472	5,476	2,600	2,700	100
Telecommunications	468	456	900	500	(400)
Uniforms & Apparel	195	48	200	200	-
Other Operating Supplies	174	125	100	100	-
OTHER CHARGES	837	629	1,200	800	(400)
<b>PARKING ENFORCEMENT</b>	<b>53,644</b>	<b>57,313</b>	<b>55,100</b>	<b>62,300</b>	<b>7,200</b>
<b><i>GEORGE WASHINGTON AUTOPARK</i></b>					
Repairs & Maintenance	6,935	10,942	25,000	-	(25,000)
CONTRACTUAL SERVICES	6,935	10,942	25,000	-	(25,000)

# Winchester Parking Authority Fund

## *Expenditure Detail - continued:*

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<i><b>GW Autopark- continued</b></i>					
Electrical Services	18,151	18,795	20,000	-	(20,000)
Water & Sewer	791	-	-	-	-
Telecommunications	3,636	3,427	3,000	-	(3,000)
Property Insurance	7,028	6,882	7,100	-	(7,100)
Laundry & Janitorial	1,553	1,068	1,500	-	(1,500)
Repair & Maintenance	1,365	4,067	3,000	-	(3,000)
Other Operating Supplies	385	179	400	-	(400)
Computer Equipment	35,254	-	-	-	-
OTHER CHARGES	68,163	34,418	35,000	-	(35,000)
<b>TOTAL GW AUTOPARK</b>	<b>75,098</b>	<b>45,360</b>	<b>60,000</b>	<b>-</b>	<b>(60,000)</b>
<i><b>DEBT</b></i>					
Principal	-	-	210,000	271,700	61,700
Interest	370,517	360,930	369,250	247,450	(121,800)
Paying Agent Fees	250	250	250	250	-
<b>TOTAL DEBT SERVICE</b>	<b>370,767</b>	<b>361,180</b>	<b>579,500</b>	<b>519,400</b>	<b>(60,100)</b>
<b>TOTAL WPA EXPENDITURES</b>	<b>1,212,854</b>	<b>1,244,378</b>	<b>1,242,000</b>	<b>1,230,000</b>	<b>(12,000)</b>

## City Capital Improvement Fund

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

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

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>Revenue by Classification</b>					
Miscellaneous Revenue	77,785	68,106	-	1,750,000	1,750,000
Recovered Costs	962,429	356,983	1,175,000	-	(1,175,000)
State Revenue	2,658,693	524,184	5,980,000	3,100,000	(2,880,000)
Federal Revenue	889,746	343,457	1,100,000	250,000	(850,000)
Non-Revenue Receipts	8,440,217	7,753,618	11,140,000	5,725,000	(5,415,000)
<b>TOTAL REVENUE</b>	<b>13,028,870</b>	<b>9,046,348</b>	<b>19,395,000</b>	<b>10,825,000</b>	<b>(8,570,000)</b>

### **Expenditure by Classification**

Public Safety	2,830,043	459,603	1,680,000	1,020,000	(660,000)
Public Works	8,113,906	3,098,546	15,735,000	6,825,000	(8,910,000)
Parks, Recreation, Cultural	1,031,085	479,325	1,980,000	2,980,000	1,000,000
Transfers	1,000,000	-	-	-	-
Debt	75,256	55,800	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>13,050,290</b>	<b>4,093,274</b>	<b>19,395,000</b>	<b>10,825,000</b>	<b>(8,570,000)</b>

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

REVENUE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Interest Earnings	22,917	68,106	-	-	-
Capital Projects	6,000	-	-	1,750,000	1,750,000
Frederick County	48,868	-	-	-	-
<b>MISCELLANEOUS REVENUE</b>	<b>77,785</b>	<b>68,106</b>	<b>-</b>	<b>1,750,000</b>	<b>1,750,000</b>
Public Works	962,429	356,983	1,175,000	-	(1,175,000)
<b>RECOVERED COSTS</b>	<b>962,429</b>	<b>356,983</b>	<b>1,175,000</b>	<b>-</b>	<b>(1,175,000)</b>

# City Capital Improvement Fund

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

<b>REVENUE</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Street & Highway Maintenance	2,497,457	415,011	5,550,000	2,350,000	(3,200,000)
State Grants	161,236	109,173	430,000	750,000	320,000
STATE REVENUE	2,658,693	524,184	5,980,000	3,100,000	(2,880,000)
ISTEA Grant	591,014	101,257	700,000	-	(700,000)
Transportation Improvement	298,732	242,200	400,000	250,000	(150,000)
FEDERAL REVENUE	889,746	343,457	1,100,000	250,000	(850,000)
CDBG Loan Proceeds	-	-	-	1,000,000	1,000,000
Sale of Bonds	7,075,000	7,400,000	-	-	-
Transfers	1,365,217	353,618	2,540,000	4,085,000	1,545,000
Fund Balance	-	-	8,600,000	640,000	(7,960,000)
NON-REVENUE RECEIPTS	8,440,217	7,753,618	11,140,000	5,725,000	(5,415,000)
<b>TOTAL REVENUE CIP FUND</b>	<b>13,028,870</b>	<b>9,046,348</b>	<b>19,395,000</b>	<b>10,825,000</b>	<b>(8,570,000)</b>

## ***Expenditure Detail:***

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Communication Equipment	2,785,660	445,249	-	-	-
Equipment	-	-	1,000,000	1,020,000	20,000
Fire Burn Building	44,383	14,354	680,000	-	(680,000)
PUBLIC SAFETY	2,830,043	459,603	1,680,000	1,020,000	(660,000)
Signage	-	-	200,000	75,000	(125,000)
N Cameron Street Drainage	-	-	125,000	1,500,000	1,375,000
Boscawen/Loudoun Street	-	-	100,000	-	(100,000)
Sidewalks	252,968	239,032	250,000	1,500,000	1,250,000
Streets/Road Improvements	874,634	-	-	-	-
Roadway Construction	-	-	2,950,000	-	(2,950,000)
Hope Drive Improvements	205,187	237,968	2,050,000	1,000,000	(1,050,000)
Meadowbranch Avenue	3,896,078	24,693	-	-	-

# City Capital Improvement Fund

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

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Safe Routes to School	-	28,051	785,000	-	(785,000)
Tevis Extension	16,805	66,561	1,950,000	-	(1,950,000)
Valley Avenue	532,518	812,607	1,300,000	500,000	(800,000)
Storm Drainage Improvements	119,163	97,997	-	-	-
Traffic Signals	-	-	-	500,000	500,000
Loudoun Mall	-	-	125,000	250,000	125,000
JJC Improvements	1,841,084	1,234,530	-	-	-
Handley Library Improvements	-	-	-	1,500,000	1,500,000
City Hall Renovations Building	375,469	357,107	1,400,000	-	(1,400,000)
	-	-	4,500,000	-	(4,500,000)
<b>PUBLIC WORKS</b>	<b>8,113,906</b>	<b>3,098,546</b>	<b>15,735,000</b>	<b>6,825,000</b>	<b>(8,910,000)</b>
Motor Vehicle & Equipment	43,836	-	-	-	-
Green Circle	783,400	199,260	950,000	200,000	(750,000)
Facilities Construction	34,305	253,032	700,000	640,000	(60,000)
Douglass Park Improvements	-	27,033	-	-	-
Outdoor Pool Improvements	-	-	150,000	-	(150,000)
Water Line Replacement	-	-	150,000	-	(150,000)
MSV Trails	-	-	-	2,000,000	2,000,000
Barnett Park Improvements	-	-	-	140,000	140,000
Playground Equipment	17,085	-	30,000	-	(30,000)
Property Acquisition	90,652	-	-	-	-
Indoor Pool Renovations	61,807	-	-	-	-
<b>PARKS, REC, CULTURAL</b>	<b>1,031,085</b>	<b>479,325</b>	<b>1,980,000</b>	<b>2,980,000</b>	<b>1,000,000</b>
Transfers	1,000,000	-	-	-	-
<b>TRANSFERS</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Bond Issuance Costs	75,256	55,800	-	-	-
<b>DEBT</b>	<b>75,256</b>	<b>55,800</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENDITURES CIP FUND</b>	<b>13,050,290</b>	<b>4,093,274</b>	<b>19,395,000</b>	<b>10,825,000</b>	<b>(8,570,000)</b>

## Utilities Fund

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

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

### Staffing Summary:

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Administration	5.5	5.0	6.5	6.5	0
Source of Supply	12.0	12.0	11.5	11.5	0
Trans/Distribution	18.0	18.0	18.5	22.5	4.0
Mechanical/Electrical	0	0	4.0	4.0	0
Engineering	5.0	5.0	3.0	3.0	0
<b>Total</b>	<b>40.5</b>	<b>40.0</b>	<b>43.5</b>	<b>47.5</b>	<b>4.0</b>

### Revenue Summary:

Revenue Sources	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Use of Money	11,604	6,074	6,000	6,000	-
Charges for Services	21,930,268	23,447,360	22,502,000	24,527,000	2,025,000
Miscellaneous Revenue	2,385	626	2,000	2,000	-
Recovered Costs	239,335	328,442	-	-	-
State Categorical Aid	3,593	-	-	-	-
Federal Categorical Aid	280,054	269,203	270,000	270,000	-
Non-Revenue Receipts	304,839	-	-	-	-
<b>TOTAL REVENUE</b>	<b>22,772,078</b>	<b>24,051,705</b>	<b>22,780,000</b>	<b>24,805,000</b>	<b>2,025,000</b>

# Utilities Fund

## Revenue Detail:

REVENUE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Interest Earnings	7,565	4,443	6,000	6,000	-
Rental Rec Prop/Facility	4,039	1,631	-	-	-
USE OF MONEY	11,604	6,074	6,000	6,000	-
Sale of Water	12,270,080	13,609,579	12,600,000	13,300,000	700,000
Sale of Sewer	9,433,723	9,610,214	9,675,000	11,000,000	1,325,000
Reconnection Charges	24,880	26,430	25,000	25,000	-
Special Sewer	916	994	1,000	1,000	-
Lab Service Charges	7,232	-	-	-	-
Penalties	193,755	199,102	200,000	200,000	-
Water Availability Fees	(518)	-	-	-	-
TV Inspections	200	1,041	1,000	1,000	-
CHARGES FOR SERVICES	21,930,268	23,447,360	22,502,000	24,527,000	2,025,000
Bad Checks	1,925	626	2,000	2,000	-
Sale of Surplus Property	460	-	-	-	-
MISCELLANEOUS REVENUE	2,385	626	2,000	2,000	-
Miscellaneous	895	7,042	-	-	-
Capital Contribution	238,440	321,400	-	-	-
RECOVERED COSTS	239,335	328,442	-	-	-
Public Assistance Grant	3,593	-	-	-	-
STATE CATEGORICAL AID	3,593	-	-	-	-
ARRA - Stimulus	269,275	269,203	270,000	270,000	-
Public Assistance Grant	10,779	-	-	-	-
FEDERAL CATEGORICAL AID	280,054	269,203	270,000	270,000	-
Insurance Recoveries	6,746	-	-	-	-
Utilities Fund	298,093	-	-	-	-
NON-REVENUE RECEIPTS	304,839	-	-	-	-
<b>TOTAL UTILITIES</b>	<b>22,772,078</b>	<b>24,051,705</b>	<b>22,780,000</b>	<b>24,805,000</b>	<b>2,025,000</b>

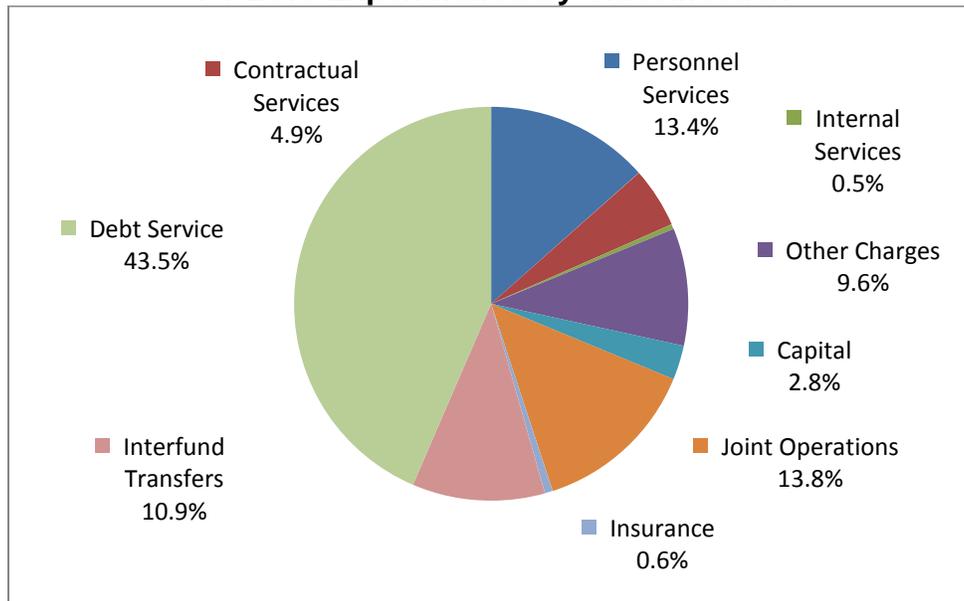
# Utilities Fund

## Expenditure Summary:

Expenditure by Classification	FY 2016	FY 2017	FY 2018	FY 2019	FY 2019
	ACTUAL	ACTUAL	ORIGINAL BUDGET	ADOPTED BUDGET	BUDGET Inc/(Dec)
Personnel Services	2,778,631	2,661,945	3,075,200	3,335,700	260,500
Contractual Services	862,070	977,397	1,220,300	1,226,400	6,100
Internal Services	87,722	117,226	136,500	102,000	(34,500)
Other Charges	2,151,901	2,138,503	2,338,300	2,387,900	49,600
Capital	4,237,974	5,309,153	325,000	699,000	374,000
Joint Operations	3,344,058	2,698,730	3,300,000	3,400,000	100,000
Insurance	128,089	134,676	143,000	160,000	17,000
Interfund Transfers	1,600,000	1,600,000	1,500,000	2,698,000	1,198,000
Debt Service	3,897,105	4,522,934	10,741,700	10,796,000	54,300
<b>TOTAL EXPENDITURES</b>	<b>19,087,550</b>	<b>20,160,564</b>	<b>22,780,000</b>	<b>24,805,000</b>	<b>2,025,000</b>

Expenditure by Division	FY 2016	FY 2017	FY 2018	FY 2019	FY 2019
	ACTUAL	ACTUAL	ORIGINAL BUDGET	ADOPTED BUDGET	BUDGET Inc/(Dec)
Administration	723,124	823,571	830,500	801,600	(28,900)
Source of Supply	2,802,851	2,686,310	3,008,900	3,297,500	288,600
Transmission/Distribution	1,918,400	2,004,373	2,185,500	2,752,500	567,000
Mechanical & Electrical	-	-	770,700	598,000	(172,700)
Engineering	4,673,923	5,689,970	299,700	301,400	1,700
Joint Operations	3,344,058	2,698,730	3,300,000	3,400,000	100,000
Insurance	128,089	134,676	143,000	160,000	17,000
Interfund Transfers	1,600,000	1,600,000	1,500,000	2,698,000	1,198,000
Debt Service	3,897,105	4,522,934	10,741,700	10,796,000	54,300
<b>TOTAL EXPENDITURES</b>	<b>19,087,550</b>	<b>20,160,564</b>	<b>22,780,000</b>	<b>24,805,000</b>	<b>2,025,000</b>

## FY 2019 Expenditures by Classification



### Expenditure Detail:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>ADMINISTRATION</b>					
Regular	296,819	324,256	356,282	371,890	15,608
Overtime	7,357	12,149	10,000	10,000	-
FICA	22,249	24,866	25,263	28,382	3,119
VRS-Employer	34,842	26,942	34,268	33,133	(1,135)
Retirees	43,178	38,499	38,800	46,000	7,200
Insurance-Employer	3,533	3,676	4,667	4,872	205
VA Local Disability Plan	-	-	407	990	583
Worker's Comp	264	430	470	459	(11)
Benefits Admin Fee	110	161	221	223	2
Employee Benefits	24,376	27,729	39,760	44,307	4,547
VRS Health Insurance Credit	441	365	462	444	(18)
<b>PERSONNEL</b>	<b>433,169</b>	<b>459,073</b>	<b>510,600</b>	<b>540,700</b>	<b>30,100</b>
Engineering & Architect	31,206	56,018	25,000	25,000	-
Other Professional Services	466	-	-	-	-
Training/Education	-	4,400	7,000	7,000	-
Vehicle Repair & Maint	10	57	1,000	1,000	-
Computer Services	16,265	14,338	15,000	15,000	-

# Utilities Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>ADMINISTRATION - continued</b>					
Printing & Binding	1,208	2,311	1,500	1,500	-
Local Media	951	736	1,000	1,000	-
Contracted Parking	9,600	8,010	12,000	12,000	-
Billing Services	48,544	42,844	50,000	50,000	-
Food Services	1,380	-	1,000	1,000	-
CONTRACTUAL SERV	109,630	128,714	113,500	113,500	-
Copier Charges	-	1,867	-	-	-
INTERNAL SERVICES	-	1,867	-	-	-
Postal Services	8,937	9,028	8,000	8,000	-
Telecommunications	2,770	519	3,000	3,000	-
Land	-	4,000	5,000	5,000	-
Mileage & Transportation	-	154	1,500	1,500	-
Travel & Training	-	1,650	4,000	5,000	1,000
State Health Dept Utility Fee	33,524	33,624	34,000	34,000	-
Banking Fees	95	1,928	200	200	-
Dues & Memberships	8,579	5,427	7,000	7,000	-
Misc Charges & Fees	109,378	155,020	120,000	60,000	(60,000)
Office Supplies	8,428	9,506	9,000	9,000	-
Vehicle & Equipment Fuels	-	64	200	200	-
Books & Subscriptions	339	262	500	500	-
Other Operating Supplies	6,786	8,921	9,000	9,000	-
Computer Equipment	1,169	3,814	5,000	5,000	-
Awards, Plaques, Other	320	-	-	-	-
OTHER CHARGES	180,325	233,917	206,400	147,400	(59,000)
<b>TOTAL ADMINISTRATION</b>	<b>723,124</b>	<b>823,571</b>	<b>830,500</b>	<b>801,600</b>	<b>(28,900)</b>
<b>SOURCE OF SUPPLY</b>					
Regular	536,610	488,315	544,750	528,505	(16,245)
Overtime	118,456	111,909	79,000	79,000	-
Part-time Non-Classified	33,557	19,306	30,000	30,000	-
FICA	51,917	46,739	47,614	48,366	752
VRS-Employer	63,614	44,027	51,980	47,647	(4,333)
Retirees	9,888	15,820	17,100	18,000	900
Insurance-Employer	6,459	6,008	7,093	6,898	(195)

# Utilities Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>SOURCE OF SUPPLY - continued</b>					
VA Local Disability Plan	692	482	819	1,070	251
Worker's Compensation	12,452	9,055	9,545	9,832	287
Benefits Admin Fee	279	365	432	414	(18)
Employee Benefits	63,198	61,173	72,316	65,257	(7,059)
VRS Health Insurance Credit	804	596	751	711	(40)
PERSONNEL	897,926	803,795	861,400	835,700	(25,700)
Travel & Training	3,515	2,821	4,200	4,200	-
Employment Agencies	17,530	49,109	-	-	-
Repairs & Maintenance	199,319	193,383	330,000	330,000	-
Vehicle Repair & Maint	5,752	2,998	2,000	2,000	-
Mowing & Trimming	8,783	9,400	10,000	10,000	-
Computer Equipment	25,032	15,409	5,000	5,000	-
Printing & Binding	-	158	500	500	-
Laundry & Dry Cleaning	4,532	5,225	5,000	5,000	-
Other	-	10	-	-	-
Refuse Service	75,860	74,309	80,000	80,000	-
Lab Services	3,065	9,749	15,000	35,800	20,800
CONTRACTUAL SERV	343,388	362,571	451,700	472,500	20,800
Equipment Fuel	35,583	35,453	70,000	40,000	(30,000)
Equipment Parts	17,316	22,309	20,000	20,000	-
Equipment Labor	31,391	57,597	40,000	40,000	-
INTERNAL SERVICES	84,290	115,359	130,000	100,000	(30,000)
Electrical Services	583,347	576,653	587,000	652,000	65,000
Postal Services	1,650	456	1,700	1,700	-
Telecommunications	18,723	14,833	21,000	21,000	-
Equipment Rental	4,683	230	2,500	5,000	2,500
Office Equipment	2,565	2,280	2,800	2,800	-
Mileage & Transportation	19	-	1,000	1,000	-
Travel & Training	7,626	6,960	11,000	11,000	-
Dues & Memberships	1,319	403	2,100	2,100	-
Local Real Estate Taxes	16,471	72,489	57,000	65,000	8,000
Misc Charges & Fees	330	275	500	500	-
Office Supplies	1,236	2,450	1,500	1,500	-

# Utilities Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>SOURCE OF SUPPLY - continued</b>					
Food & Food Service	198	61	200	200	-
Medical & Laboratory	32,145	35,543	35,000	45,000	10,000
Laundry & Janitorial	6,611	7,102	6,000	10,000	4,000
Repair & Maintenance	126,044	125,016	125,000	147,000	22,000
Vehicle & Equipment Fuels	18,644	10,508	12,000	12,000	-
Vehicle & Equipment	1,340	7,790	2,000	2,000	-
Uniforms & Apparel	4,222	6,421	5,000	5,000	-
Books & Subscriptions	435	535	500	500	-
Other Operating Supplies	6,655	4,401	7,000	7,000	-
Chemicals	642,710	523,089	640,000	630,000	(10,000)
Computer Equipment	74	7,090	15,000	15,000	-
Awards, Plaques, Other	200	-	-	-	-
OTHER CHARGES	1,477,247	1,404,585	1,535,800	1,637,300	101,500
Machinery & Equipment	-	-	30,000	252,000	222,000
CAPITAL	-	-	30,000	252,000	222,000
<b>TOTAL SOURCE OF SUPPLY</b>	<b>2,802,851</b>	<b>2,686,310</b>	<b>3,008,900</b>	<b>3,297,500</b>	<b>288,600</b>
<b>TRANSMISSION/ DISTRIBUTION</b>					
Regular	655,633	667,151	655,186	931,833	276,647
Overtime	129,971	120,944	135,000	135,000	-
FICA	57,340	57,710	47,517	76,465	28,948
VRS-Employer	77,382	59,198	62,898	83,633	20,735
Retirees	4,944	5,424	4,300	-	(4,300)
Insurance-Employer	7,871	8,074	8,583	12,200	3,617
VA Local Disability Plan	345	463	529	2,459	1,930
State Unemployment Tax	7,182	-	-	-	-
Worker's Compensation	15,639	19,079	23,333	24,938	1,605
Benefits Admin Fee	424	572	599	815	216
Employee Benefits	125,378	129,797	140,049	177,141	37,092
VRS Health Insurance Credit	978	802	906	1,116	210
PERSONNEL	1,083,087	1,069,214	1,078,900	1,445,600	366,700
Medical, Dental, & Hospital	-	400	-	-	-
Training/Education	-	2,627	4,200	5,000	800
Repair & Maintenance	306,511	375,500	435,000	435,000	-

# Utilities Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>TRANSMISSION/ DISTRIBUTION - continued</b>					
Vehicle Repairs & Maint	22,231	26,945	28,000	28,000	-
Mowing & Trimming	25,044	27,230	21,000	25,000	4,000
Computer Services	8,591	11,609	5,000	5,000	-
Printing & Binding	2,944	565	1,000	1,000	-
Laundry & Dry Cleaning	-	122	-	-	-
Sanitary Landfill Usage	-	3,768	5,000	5,000	-
Refuse Service	1,200	1,208	1,200	1,200	-
Miss Utility Service	5,119	4,971	5,000	5,000	-
CONTRACTUAL SERV	371,640	454,945	505,400	510,200	4,800
Electrical Services	88,876	84,005	45,000	15,000	(30,000)
Heating Services	1,143	966	2,500	2,500	-
Water & Sewer	1,573	1,929	1,200	2,000	800
Postal Services	347	284	500	500	-
Telecommunications	18,919	26,558	24,000	12,000	(12,000)
Property Insurance	19,372	18,965	20,000	20,000	-
Equipment Rental	5,998	12,831	12,500	12,500	-
Office Equipment	1,404	1,841	1,500	2,000	500
Lease/Rent of Buildings	1,067	800	1,500	1,500	-
Mileage & Transportation	-	11	1,000	1,000	-
Travel & Training	4,671	5,435	12,000	12,000	-
Dues & Memberships	75	-	500	500	-
Misc Charges & Fees	5,372	4,336	7,500	7,500	-
Office Supplies	6,090	1,897	2,000	2,000	-
Food & Food Service	328	316	500	500	-
Landscaping/Agricultural	66	-	-	-	-
Medical & Laboratory	264	243	500	500	-
Laundry & Janitorial Services	5,686	3,045	6,800	5,000	(1,800)
Repair & Maintenance	246,630	247,561	205,000	225,000	20,000
Vehicle & Equipment Fuels	877	707	2,000	2,000	-
Vehicle & Equipment	11,507	6,206	12,500	12,500	-
Uniforms & Apparel	10,435	13,979	13,000	14,000	1,000
Books & Subscriptions	98	194	-	-	-
Other Operating Supplies	2,755	5,407	3,500	3,500	-
Streets & Sidewalks	18,262	37,666	40,000	45,000	5,000
Chemicals	4,667	1,499	1,700	1,700	-

# Utilities Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>TRANSMISSION/ DISTRIBUTION - continued</b>					
Computer Equipment	7,086	3,533	4,000	4,000	-
Awards, Plaques, Other	105	-	-	-	-
OTHER CHARGES	463,673	480,214	421,200	404,700	(16,500)
Machinery & Equipment	-	-	180,000	282,000	102,000
Motor Vehicle & Equipment	-	-	-	110,000	110,000
CAPITAL	-	-	180,000	392,000	212,000
<b>TOTAL TRANSMISSION/ DISTRIBUTION</b>	<b>1,918,400</b>	<b>2,004,373</b>	<b>2,185,500</b>	<b>2,752,500</b>	<b>567,000</b>
<b>MECHANICAL &amp; ELECTRICAL</b>					
Regular	-	-	264,259	180,992	(83,267)
Overtime	-	-	20,000	20,000	-
FICA	-	-	20,110	14,128	(5,982)
VRS-Employer	-	-	26,594	16,189	(10,405)
Insurance-Employer	-	-	3,626	2,316	(1,310)
VA Local Disability Plan	-	-	567	731	164
Worker's Compensation	-	-	3,199	2,246	(953)
Benefits Admin Fee	-	-	216	144	(72)
Employee Benefits	-	-	48,144	34,442	(13,702)
VRS Health Insurance Credit	-	-	385	212	(173)
PERSONNEL	-	-	387,100	271,400	(115,700)
Training/Education	-	-	10,000	-	(10,000)
Repairs & Maintenance	-	-	92,000	77,000	(15,000)
Vehicle & Equipment	-	-	1,000	5,000	4,000
Mowing & Trimming	-	-	8,500	8,500	-
CONTRACTUAL SERV	-	-	111,500	90,500	(21,000)
Equipment Fuel	-	-	4,500	-	(4,500)
INTERNAL SERVICES	-	-	4,500	-	(4,500)
Electrical Services	-	-	80,000	88,000	8,000
Telecommunications	-	-	6,500	2,000	(4,500)
Equipment Lease	-	-	2,000	2,000	-
Travel & Training	-	-	5,000	15,000	10,000

# Utilities Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>MECHANICAL &amp; ELECTRICAL - continued</b>					
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	-
Books & Subscription	-	-	-	1,000	1,000
Other Operating Supplies	-	-	500	500	-
Computer Equipment	-	-	1,000	15,000	14,000
OTHER CHARGES	-	-	152,600	181,100	28,500
Machinery & Equipment	-	-	115,000	-	(115,000)
Motor Vehicle & Equipment	-	-	-	55,000	55,000
CAPITAL	-	-	115,000	55,000	(60,000)
<b>TOTAL MECHANICAL &amp; ELEC</b>	<b>-</b>	<b>-</b>	<b>770,700</b>	<b>598,000</b>	<b>(172,700)</b>
<b>ENGINEERING</b>					
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	28,238	25,000	25,000	25,000	-
Training/Education	-	-	-	1,500	1,500
Vehicle Repairs & Maint	248	16	500	500	-
Computer Services	8,618	6,151	12,500	12,500	-
Printing & Binding	308	-	200	200	-
CONTRACTUAL SERV	37,412	31,167	38,200	39,700	1,500
Copier Charges	3,432	-	2,000	2,000	-
INTERNAL SERVICES	3,432	-	2,000	2,000	-

# Utilities Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>ENGINEERING - continued</b>					
Postal Services	-	-	200	200	-
Telecommunications	8,330	4,861	6,000	1,000	(5,000)
Mileage & Transportation	18	-	1,900	500	(1,400)
Travel & Training	1,999	4,131	6,000	7,000	1,000
Dues & Memberships	481	230	600	600	-
Office Supplies	63	-	-	-	-
Food & Food Service	511	996	1,000	1,000	-
Vehicle & Equipment Supplies	32	222	-	-	-
Uniforms & Apparel	1,103	1,491	1,000	1,500	500
Books & Subscriptions	-	107	300	300	-
Other Operating Supplies	2,276	5,288	1,300	1,300	-
Computer Equipment	15,813	2,461	4,000	4,000	-
Awards, Plaques, Other	30	-	-	-	-
OTHER CHARGES	30,656	19,787	22,300	17,400	(4,900)
Depreciation Expense	4,237,974	5,309,153	-	-	-
CAPITAL	4,237,974	5,309,153	-	-	-
<b>TOTAL ENGINEERING</b>	<b>4,673,923</b>	<b>5,689,970</b>	<b>299,700</b>	<b>301,400</b>	<b>1,700</b>
<b>JOINT OPERATIONS</b>					
FWSA Service Charge	3,344,058	2,698,730	3,300,000	3,400,000	100,000
OTHER CHARGES	3,344,058	2,698,730	3,300,000	3,400,000	100,000
<b>TOTAL JOINT OPERATIONS</b>	<b>3,344,058</b>	<b>2,698,730</b>	<b>3,300,000</b>	<b>3,400,000</b>	<b>100,000</b>
<b>INSURANCE</b>					
Property Insurance	51,204	62,108	65,000	65,000	-
Motor Vehicle Insurance	20,634	17,118	20,000	20,000	-
General Liability	56,251	55,450	58,000	75,000	17,000
OTHER CHARGES	128,089	134,676	143,000	160,000	17,000
<b>TOTAL INSURANCE</b>	<b>128,089</b>	<b>134,676</b>	<b>143,000</b>	<b>160,000</b>	<b>17,000</b>

# Utilities Fund

## Expenditure Detail - continued:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>INTERFUND</b>					
General Fund	1,600,000	1,600,000	1,500,000	1,400,000	(100,000)
Capital Improvement Fund	-	-	-	1,298,000	1,298,000
TRANSFERS	1,600,000	1,600,000	1,500,000	2,698,000	1,198,000
<b>TOTAL INTERFUND</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,500,000</b>	<b>2,698,000</b>	<b>1,198,000</b>
<b>DEBT</b>					
Principal - Bonds	-	-	4,980,500	5,235,000	254,500
Interest - Bonds	3,439,061	3,201,604	3,218,400	2,905,000	(313,400)
Bond Issuance Costs	-	153,405	-	-	-
FWSA Debt	458,044	1,167,925	2,542,800	2,656,000	113,200
<b>DEBT SERVICE</b>	<b>3,897,105</b>	<b>4,522,934</b>	<b>10,741,700</b>	<b>10,796,000</b>	<b>54,300</b>
<b>TOTAL UTILITIES FUND</b>	<b>19,087,550</b>	<b>20,160,564</b>	<b>22,780,000</b>	<b>24,805,000</b>	<b>2,025,000</b>

## Utilities Capital Improvement Fund

### **Revenue Detail:**

REVENUE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Availability Fee -Water	184,353	197,700	-	-	-
Availability Fee - Sewer	185,200	256,505	-	-	-
CHARGES FOR SERVICE	369,553	454,205	-	-	-
Sale of Bonds	-	-	11,000,000	22,500,000	11,500,000
Fund Balance	-	-	-	50,000	50,000
NON-REVENUE RECEIPTS	-	-	11,000,000	22,550,000	11,550,000
<b>TOTAL REV CAP IMPROV</b>	<b>369,553</b>	<b>454,205</b>	<b>11,000,000</b>	<b>22,550,000</b>	<b>11,550,000</b>

### **Expenditure Detail:**

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
CAPITAL PROJECTS					
Infrastructure Improvement	-	-	6,250,000	17,550,000	11,300,000
Water Meter Replacement	-	-	4,000,000	5,000,000	1,000,000
Sanitary Sewer Improvements	-	-	750,000	-	(750,000)
CAPITAL	-	-	11,000,000	22,550,000	11,550,000
INTERFUND					
Utilities Operating	298,093	-	-	-	-
TRANSFERS	298,093	-	-	-	-
<b>TOTAL CAPITAL IMPROV FUND</b>	<b>298,093</b>	<b>-</b>	<b>11,000,000</b>	<b>22,550,000</b>	<b>11,550,000</b>

## Employee Benefits Fund

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

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

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>Revenue by Classification</b>					
Use of Money	13,475	4,277	10,000	10,000	-
Recovered Costs	605,080	417,239	425,000	425,000	-
Non-Revenue Receipts	-	-	565,000	450,000	(115,000)
<b>TOTAL REVENUE</b>	<b>618,555</b>	<b>421,516</b>	<b>1,000,000</b>	<b>855,000</b>	<b>(115,000)</b>
<b>Expenditure by Classification</b>					
Personnel Services	332,945	274,105	438,000	275,000	(163,000)
Contractual Services	431,496	418,641	557,000	470,000	(87,000)
Other Charges	2,641	785	5,000	4,000	(1,000)
Transfers	-	-	-	136,000	136,000
<b>TOTAL EXPENDITURES</b>	<b>767,082</b>	<b>693,531</b>	<b>1,000,000</b>	<b>885,000</b>	<b>(115,000)</b>

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

REVENUE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Interest Earnings	13,475	4,277	10,000	10,000	-
USE OF MONEY	13,475	4,277	10,000	10,000	-
Miscellaneous Revenue	107,613	1,841	-	-	-
Worker's Compensation	471,765	415,398	425,000	425,000	-
Health Insurance	25,702	-	-	-	-
RECOVERED COSTS	605,080	417,239	425,000	425,000	-
Fund Balance	-	-	565,000	450,000	(115,000)
NON-REVENUE RECEIPTS	-	-	565,000	450,000	(115,000)
<b>TOTAL EMPLOYEE BENEFITS</b>	<b>618,555</b>	<b>421,516</b>	<b>1,000,000</b>	<b>885,000</b>	<b>(115,000)</b>

# Employee Benefits Fund

## Expenditure Detail:

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Bonus Pay	-	-	150,000	-	(150,000)
FICA	-	-	11,000	-	(11,000)
Retirees	332,945	274,105	275,000	275,000	-
Worker's Compensation	-	-	2,000	-	(2,000)
PERSONNEL	332,945	274,105	438,000	275,000	(163,000)
Health Insurance Charges	15,401	18,903	20,000	20,000	-
Wellness Programs	-	-	2,000	-	(2,000)
Other Professional Services	-	-	75,000	-	(75,000)
Training/Education	4,300	13,060	25,000	25,000	-
Worker's Compensation	411,795	386,678	425,000	425,000	-
Food Services	-	-	10,000	-	(10,000)
CONTRACTUAL SERVICES	431,496	418,641	557,000	470,000	(87,000)
Banking Fees	404	785	2,000	2,000	-
Misc Charges & Fees	2,237	-	3,000	3,000	-
OTHER CHARGES	2,641	785	5,000	5,000	-
General Fund	-	-	-	136,000	136,000
TRANSFERS	-	-	-	136,000	136,000
<b>TOTAL EMPLOYEE BENEFITS FUND</b>	<b>767,082</b>	<b>693,531</b>	<b>1,000,000</b>	<b>855,000</b>	<b>(115,000)</b>

## Equipment Maintenance Fund

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

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

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

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

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>Revenue by Classification</b>					
Use of Money	815	336	-	-	-
Recovered Costs	1,270,078	1,504,409	1,562,000	1,655,000	93,000
<b>TOTAL REVENUE</b>	<b>1,270,893</b>	<b>1,504,745</b>	<b>1,562,000</b>	<b>1,655,000</b>	<b>93,000</b>
<b>Expenditure by Classification</b>					
Personnel Services	314,766	321,249	490,500	523,800	33,300
Contractual Services	249,877	398,461	254,400	378,100	123,700
Internal Services	47,549	17,935	45,000	35,000	(10,000)
Other Charges	671,705	714,488	727,100	718,100	(9,000)
Capital	-	-	45,000	-	(45,000)
Depreciation	4,892	4,892	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>1,288,789</b>	<b>1,457,025</b>	<b>1,562,000</b>	<b>1,655,000</b>	<b>93,000</b>

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

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Equipment Fund	6.0	6.0	8.0	9.0	1.0
<b>Total</b>	<b>6.0</b>	<b>6.0</b>	<b>8.0</b>	<b>9.0</b>	<b>1.0</b>

# Equipment Maintenance Fund

## ***Revenue Detail:***

<b>REVENUE</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Interest Earnings	815	336	-	-	-
USE OF MONEY	815	336	-	-	-
Fuel	381,795	405,682	385,000	457,000	72,000
Labor	546,783	741,356	799,000	826,000	27,000
Parts	341,500	357,371	378,000	372,000	(6,000)
RECOVERED COSTS	1,270,078	1,504,409	1,562,000	1,655,000	93,000
<b>TOTAL EQUIPMENT FUND</b>	<b>1,270,893</b>	<b>1,504,745</b>	<b>1,562,000</b>	<b>1,655,000</b>	<b>93,000</b>

## ***Expenditure Detail:***

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Regular	209,304	206,766	343,422	362,271	18,849
Overtime	14,218	27,071	14,000	14,000	-
FICA	22,951	17,161	26,676	28,731	2,055
VRS-Employer	23,126	18,825	32,990	33,050	60
Retirees	5,178	4,961	5,000	5,000	-
Insurance-Employer	2,378	2,569	4,502	4,748	246
VA Local Disability Plan	376	769	1,613	2,227	614
Worker's Compensation	4,323	3,489	5,607	5,446	(161)
Benefits Admin Fee	123	185	299	331	32
Employee Benefits	32,494	39,198	55,942	67,561	11,619
VRS Health Insurance Credit	295	255	449	435	(14)
PERSONNEL	314,766	321,249	490,500	523,800	33,300
Other Professional Services	-	1,804	-	-	-
Repairs & Maintenance	13,507	14,592	17,000	17,000	-
Vehicle Repair & Maint	231,538	375,269	225,000	350,000	125,000
Computer Services	525	525	5,000	1,000	(4,000)
Printing & Binding	97	-	100	100	-
Local Media	-	-	300	-	(300)

# Equipment Maintenance Fund

## ***Expenditure Detail:***

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Laundry & Dry Cleaning	4,210	6,271	7,000	7,500	500
Refuse	-	-	-	2,500	2,500
CONTRACTUAL SERV	249,877	398,461	254,400	378,100	123,700
Equipment Fuel	2,394	1,975	4,000	3,000	(1,000)
Equipment Parts	2,920	3,669	3,000	3,000	-
Equipment Labor	7,350	12,291	8,000	8,000	-
Billing Clearing Account	34,885	-	30,000	21,000	(9,000)
INTERNAL SERVICES	47,549	17,935	45,000	35,000	(10,000)
Electrical Services	8,591	10,030	12,000	12,000	-
Heating Services	4,195	3,330	9,000	7,000	(2,000)
Water & Sewer	6,621	2,916	7,500	5,000	(2,500)
Postal Services	27	100	200	200	-
Telecommunications	3,415	3,556	3,500	3,750	250
Property Insurance	1,088	1,055	1,600	1,600	-
Motor Vehicle Insurance	452	369	500	500	-
General Liability Insurance	3,156	2,972	3,000	3,000	-
Mileage	-	623	500	500	-
Travel & Training	1,300	1,885	2,000	2,000	-
Banking Fees	24	51	100	50	(50)
Background Checks	-	-	200	-	(200)
Office Supplies	1,552	1,593	1,400	1,500	100
Food & Food Service	237	151	300	200	(100)
Medical & Laboratory	285	229	400	300	(100)
Laundry & Janitorial Services	731	1,403	1,500	1,500	-
Building Repair & Maint	565	1,025	2,500	1,500	(1,000)
Vehicle & Equipment Fuels	340,696	371,175	365,900	370,000	4,100
Vehicle & Equipment	287,980	306,094	300,000	295,000	(5,000)
Uniforms & Apparel	1,950	2,967	3,000	3,000	-
Other Operating Supplies	2,698	2,964	10,000	7,500	(2,500)
Computer Supplies	6,142	-	2,000	2,000	-
OTHER CHARGES	671,705	714,488	727,100	718,100	(9,000)
Motor Vehicle & Equipment	-	-	45,000	-	(45,000)
Depreciation Expense	4,892	4,892	-	-	-
CAPITAL	4,892	4,892	45,000	-	(45,000)
<b>TOTAL EQUIPMENT FUND</b>	<b>1,288,789</b>	<b>1,457,025</b>	<b>1,562,000</b>	<b>1,655,000</b>	<b>93,000</b>

## Other Post-Employment Benefits Fund

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

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

<b>REVENUE</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Other Post-Empl Benefits	480,000	480,000	400,000	400,000	-
CHARGES FOR SERVICES	480,000	480,000	400,000	400,000	-
<b>TOTAL REVENUE</b>	<b>480,000</b>	<b>480,000</b>	<b>400,000</b>	<b>400,000</b>	<b>-</b>

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

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Retirees	480,000	480,000	400,000	400,000	-
PERSONNEL	480,000	480,000	400,000	400,000	-
<b>TOTAL EXPENDITURES</b>	<b>480,000</b>	<b>480,000</b>	<b>400,000</b>	<b>400,000</b>	<b>-</b>

## Northwestern Regional Jail Authority Construction Fund

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

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

<b>REVENUE</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Interest Earnings	4,990	8,892	-	-	-
USE OF MONEY	4,990	8,892	-	-	-
Debt Service	1,228,025	1,229,025	1,215,000	1,220,000	5,000
CHARGES FOR SERVICES	1,228,025	1,229,025	1,215,000	1,220,000	5,000
<b>TOTAL REVENUE</b>	<b>1,233,015</b>	<b>1,237,917</b>	<b>1,215,000</b>	<b>1,220,000</b>	<b>5,000</b>

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Facilities Construction	238,382	2,197	-	-	-
Principal	700,000	715,000	715,000	745,000	30,000
Interest	528,025	514,025	500,000	475,000	(25,000)
DEBT SERVICES	1,466,407	1,231,222	1,215,000	1,215,000	5,000
<b>TOTAL EXPENDITURES</b>	<b>1,466,407</b>	<b>1,231,222</b>	<b>1,215,000</b>	<b>1,220,000</b>	<b>5,000</b>

## Frederick-Winchester Service Authority Fund

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

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

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

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

	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED	FY 2019 BUDGET Inc/(Dec)
<b>Revenue by Classification</b>					
Charges for Services	4,498,609	4,992,510	5,493,000	5,647,000	154,000
<b>TOTAL REVENUE</b>	<b>4,498,609</b>	<b>4,992,510</b>	<b>5,493,000</b>	<b>5,647,000</b>	<b>154,000</b>
<b>Expenditure by Classification</b>					
Personnel Services	1,615,055	1,671,134	1,811,200	1,868,500	57,300
Contractual Services	888,310	902,924	1,080,500	1,111,500	31,000
Internal Services	32,753	31,326	47,500	42,500	(5,000)
Other Charges	1,962,493	2,322,897	2,039,800	2,102,500	62,700
Capital	-	64,226	514,000	522,000	8,000
<b>TOTAL EXPENDITURES</b>	<b>4,498,611</b>	<b>4,992,507</b>	<b>5,493,000</b>	<b>5,647,000</b>	<b>154,000</b>

# Frederick-Winchester Service Authority Fund

## ***Staffing Summary:***

Full-Time Employees	FY 2016	FY 2017	FY 2018	FY 2019	Inc/(Dec)
Equipment Fund	25.0	25.5	27.5	27.5	0
Authority Staff	2.0	2.0	2.0	2.0	0
Total	27.0	27.0	29.5	29.5	0

## ***Revenue Detail:***

REVENUE	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Charges for Services	4,498,609	4,992,510	5,493,000	5,647,000	154,000
TOTAL FWSA FUND	4,498,609	4,992,510	5,493,000	5,647,000	154,000

## ***Expenditure Detail:***

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED	FY 2019 BUDGET Inc/(Dec)
Regular	948,648	972,410	1,201,419	1,202,691	1,272
Overtime	116,940	169,097	50,000	100,000	50,000
FICA	78,854	83,410	93,047	97,942	4,895
VRS-Employer	108,077	88,661	115,375	108,013	(7,362)
Insurance-Employer	11,010	12,099	15,744	15,729	(15)
VA Local Disability Plan	451	1,070	2,451	3,469	1,018
Worker's Compensation	13,571	10,777	12,434	13,595	1,161
Benefits Admin Fee	532	769	1,015	997	(18)
Employee Benefits	137,123	161,676	203,852	209,024	5,172
VRS Health Insurance Credit	1,368	1,201	1,563	1,440	(123)
PERSONNEL	1,416,574	1,501,170	1,696,900	1,752,900	56,000
Medical, Dental, & Hospital	539	-	3,000	3,000	-
Other Professional Services	-	-	125,000	125,000	-
Training/Education	7,775	13,109	15,000	5,000	(10,000)
Employment Agencies	22,177	15,035	10,000	10,000	-
Repairs & Maintenance	181,719	315,444	317,500	332,000	14,500
Landscaping	3,435	8,576	7,500	7,500	-

# Frederick-Winchester Service Authority Fund

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

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Vehicle Repair & Maint	23,048	47,305	25,000	25,000	-
Mowing & Trimming	25,798	29,575	30,000	30,000	-
Computer Services	41,427	48,504	36,000	36,000	-
Printing & Binding	751	1,329	1,500	3,000	1,500
Local Media	-	-	1,000	1,000	-
Laundry & Dry Cleaning	1,217	1,281	3,000	3,000	-
Tuition - Other	-	-	8,000	8,000	-
Sanitary Landfill Usage	533,725	372,029	430,000	450,000	20,000
Refuse Service	20,569	15,495	20,000	20,000	-
Lab Services	26,130	35,242	48,000	53,000	5,000
CONTRACTUAL SERV	888,310	902,924	1,080,500	1,111,500	31,000
Equipment Fuel	21,653	17,715	30,000	25,000	(5,000)
Equipment Parts	6,357	5,544	7,500	7,500	-
Equipment Labor	4,743	8,067	10,000	10,000	-
INTERNAL SERVICES	32,753	31,326	47,500	42,500	(5,000)
Electrical Services	635,798	676,583	400,000	350,000	(50,000)
Heating Services	25,204	70,453	35,000	35,000	-
Postal Services	1,540	1,067	2,000	2,000	-
Telecommunications	20,647	20,790	30,000	30,000	-
Motor Vehicle Insurance	2,225	1,764	5,000	5,000	-
General Liability Insurance	9,257	9,180	15,000	15,000	-
Equipment Rental	974	1,799	3,000	3,000	-
Office Equipment Rental	2,075	2,253	2,000	2,500	500
Mileage	340	318	2,000	2,000	-
Travel & Training	1,525	4,258	10,000	10,000	-
Dues & Memberships	5,930	6,906	8,000	8,000	-
Misc. Charges & Fees	1,330	10	-	-	-
Office Supplies	3,676	1,127	2,500	2,500	-
Food & Food Service	4,012	4,058	4,500	4,500	-
Landscaping Supplies	-	48	2,000	2,000	-
Medical & Laboratory Supplies	38,109	50,424	55,000	57,500	2,500
Laundry & Janitorial Services	13,506	12,349	15,000	15,000	-
Building Repair & Maint	290,114	371,011	480,000	450,000	(30,000)
Vehicle & Equipment Fuels	6,057	9,535	16,000	18,500	2,500
Vehicle & Equipment	6,830	5,796	5,500	6,500	1,000
Uniforms & Apparel	7,216	7,773	7,000	7,500	500

# Frederick-Winchester Service Authority Fund

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Books & Subscriptions	-	320	1,000	1,500	500
Other Operating Supplies	10,225	7,019	3,500	4,000	500
Chemicals	875,644	1,052,509	925,300	1,050,000	124,700
Computer Supplies	-	5,547	10,000	20,000	10,000
Awards, Plaques & Other	160	-	500	500	-
OTHER CHARGES	1,962,394	2,322,897	2,039,800	2,102,500	62,700
Machinery & Equipment	-	64,226	330,000	335,000	5,000
Motor Vehicle & Equipment	-	-	184,000	187,000	3,000
CAPITAL	-	64,226	514,000	522,000	8,000
<b>TOTAL FWSA ADMIN</b>	<b>4,300,031</b>	<b>4,822,543</b>	<b>5,378,700</b>	<b>5,531,400</b>	<b>152,700</b>
Regular	156,020	125,870	44,278	45,168	890
Part-time	-	13,788	52,000	52,000	-
FICA	11,960	10,695	7,335	7,529	194
VRS-Employer	18,392	9,539	4,250	4,061	(189)
Insurance-Employer	1,870	1,302	580	592	12
Worker's Compensation	129	94	64	64	-
Benefits Admin Fee	50	52	36	36	-
Employee Benefits	9,827	8,495	5,700	6,096	396
VRS Health Insurance Credit	233	129	57	54	(3)
PERSONNEL	198,481	169,964	114,300	115,600	1,300
Training & Education	99	-	-	-	-
OTHER CHARGES	99	-	-	-	-
<b>TOTAL FWSA AUTHORITY</b>	<b>198,580</b>	<b>169,964</b>	<b>114,300</b>	<b>115,600</b>	<b>1,300</b>
<b>TOTAL EXPENDITURES FWSA</b>	<b>4,498,611</b>	<b>4,992,507</b>	<b>5,493,000</b>	<b>5,647,000</b>	<b>154,000</b>

## Northwestern Regional Juvenile Detention Center

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

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

- 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 2015	FY 2016	FY 2017	FY 2018 Estimated	FY 2019 Projected
Clarke County	9	7	0	3	5
Frederick County	50	44	45	60	70
Page County	36	21	24	40	50
Shenandoah County	86	46	59	70	75
Warren County	39	40	41	20	25
Winchester City	68	63	53	65	70
Other Jurisdictions	22	9	1	10	10
<b>Total Admissions</b>	<b>310</b>	<b>230</b>	<b>223</b>	<b>268</b>	<b>305</b>

Child Care Days (Utilization)	FY 2015	FY 2016	FY 2017	FY 2018 Estimated	FY 2019 Projected
Clarke County	78	47	0	18	20
Frederick County	670	6,770	1,038	1,150	1,260
Page County	737	364	295	545	600
Shenandoah County	1,761	753	1,260	1,200	1,250
Warren County	1,384	992	1,200	300	800
Winchester City	1,731	1,046	724	1,200	1,250
Other Jurisdictions	131	145	2	130	140
<b>Total Admissions</b>	<b>6,492</b>	<b>4,024</b>	<b>4,519</b>	<b>4,543</b>	<b>5,320</b>

# Northwestern Regional Juvenile Detention Center

## ***Staffing Summary:***

<b>Full-Time Employees</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>Inc/(Dec)</b>
Juvenile Detention Staff	35.0	35.0	35.0	35.0	0
<b>Total</b>	<b>35.0</b>	<b>35.0</b>	<b>35.0</b>	<b>35.0</b>	<b>0</b>

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

<b>Revenue by Classification</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Use of Money	5,498	2,522	8,000	8,000	-
Charges for Services	1,862,428	1,888,698	1,962,159	1,991,707	29,548
Recovered Costs	70,678	55,000	55,000	55,000	-
State Revenue	815,509	834,137	782,841	815,793	32,952
Federal Revenue	18,712	24,014	18,000	18,000	-
Non-Revenue Receipts	-	-	-	59,500	59,500
<b>TOTAL REVENUE</b>	<b>2,772,825</b>	<b>2,804,371</b>	<b>2,826,000</b>	<b>2,948,000</b>	<b>122,000</b>

### **Expenditure by Classification**

Personnel Services	2,286,340	2,322,857	2,409,324	2,532,500	123,176
Contractual Services	164,628	176,599	245,826	248,390	2,564
Internal Services	1,126	2,728	2,500	3,000	500
Other Charges	128,377	119,984	168,350	164,110	(4,240)
Capital	-	39,335	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>2,580,471</b>	<b>2,661,503</b>	<b>2,826,000</b>	<b>2,948,000</b>	<b>122,000</b>

# Northwestern Regional Juvenile Detention Center

## **Revenue Detail:**

<b>REVENUE</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Interest Earnings	5,498	2,522	8,000	8,000	-
USE OF MONEY	5,498	2,522	8,000	8,000	-
Clarke County	30,560	22,098	16,254	13,179	(3,075)
Frederick County	404,335	376,040	276,240	353,362	77,122
Page County	285,810	268,195	243,276	201,195	(42,081)
Shenandoah County	429,208	454,421	489,919	534,010	44,091
Warren County	320,920	302,947	423,598	382,242	(41,356)
Winchester	391,595	464,997	512,872	507,719	(5,153)
CHARGES FOR SERVICES	1,862,428	1,888,698	1,962,159	1,991,707	29,548
Miscellaneous Revenue	70,678	55,000	55,000	55,000	-
RECOVERED COSTS	70,678	55,000	55,000	55,000	-
Block Grant	815,509	833,637	782,841	815,793	32,952
Juvenile Detention Ward Days	-	500	-	-	-
STATE REVENUE	815,509	834,137	782,841	815,793	32,952
USDA Food Services	18,712	16,358	18,000	18,000	-
Juvenile Block Grant	-	7,656	-	-	-
FEDERAL REVENUE	18,712	24,014	18,000	18,000	-
Fund Balance	-	-	-	59,500	59,500
NON-REVENUE RECEIPTS	-	-	-	59,500	59,500
<b>TOTAL NRJDC FUND</b>	<b>2,772,825</b>	<b>2,804,371</b>	<b>2,826,000</b>	<b>2,948,000</b>	<b>122,000</b>

# Northwestern Regional Juvenile Detention Center

## ***Expenditure Detail:***

<b>EXPENDITURES</b>	<b>FY 2016 ACTUAL</b>	<b>FY 2017 ACTUAL</b>	<b>FY 2018 ORIGINAL BUDGET</b>	<b>FY 2019 ADOPTED BUDGET</b>	<b>FY 2019 BUDGET Inc/(Dec)</b>
Regular	1,577,154	1,608,893	1,665,979	1,743,279	77,300
Overtime	118,283	121,893	113,000	115,260	2,260
Part-time Non-Classified	20,658	31,737	44,566	45,457	891
FICA	127,260	130,190	131,163	141,485	10,322
VRS-Employer	185,072	147,041	157,107	156,720	(387)
Insurance-Employer	18,825	20,065	21,438	22,837	1,399
VA Local Disability Plan	314	427	419	1,324	905
Worker's Compensation	21,450	19,002	20,526	31,062	10,536
Benefits Admin Fee	810	1,172	1,260	1,260	-
Employee Benefits	214,173	240,446	251,739	271,727	19,988
VRS Health Insurance Credit	2,341	1,991	2,127	2,089	(38)
<b>PERSONNEL</b>	<b>2,286,340</b>	<b>2,322,857</b>	<b>2,409,324</b>	<b>2,532,500</b>	<b>123,176</b>
Medical, Dental, & Hospital	2,725	-	3,000	4,000	1,000
Accounting and Auditing	4,940	4,700	5,000	5,000	-
Health Services - Residents	44,568	49,020	51,476	52,040	564
Legal Services	413	-	2,500	1,500	(1,000)
Other Professional Services	2,127	7,039	10,000	10,000	-
Training/Education	948	746	1,000	1,000	-
Repairs & Maintenance	25,393	12,005	27,000	30,000	3,000
Vehicle Repair & Maint	-	-	500	500	-
Computer Services	5,680	17,126	14,700	16,000	1,300
Printing & Binding	310	53	400	200	(200)
Local Media	-	-	250	150	(100)
Overpopulation Charges	350	-	15,000	10,000	(5,000)
Other Purchased Services	72,565	80,297	110,000	110,000	-
Refuse Service	4,609	5,613	5,000	8,000	3,000
<b>CONTRACTUAL SERVICES</b>	<b>164,628</b>	<b>176,599</b>	<b>245,826</b>	<b>248,390</b>	<b>2,564</b>
Equipment Fuel	165	340	1,000	1,000	-
Equipment Parts	195	821	750	1,000	250
Equipment Labor	766	1,567	750	1,000	250
<b>INTERNAL SERVICES</b>	<b>1,126</b>	<b>2,728</b>	<b>2,500</b>	<b>3,000</b>	<b>500</b>
Electrical Services	27,031	26,691	35,500	33,000	(2,500)
Heating Services	3,979	5,990	6,000	6,000	-
Postal Services	1,578	991	1,730	1,200	(530)

# Northwestern Regional Juvenile Detention Center

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

EXPENDITURES	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
Telecommunications	10,267	10,831	16,000	13,000	(3,000)
Boiler Insurance	527	568	600	600	-
Other Property Insurance	4,474	4,768	5,000	5,000	-
Motor Vehicle Insurance	788	820	900	900	-
Public Official Liability	1,567	1,798	2,000	2,000	-
General Liability Insurance	1,515	464	1,260	2,600	1,340
Fidelity & Crime/Surety	294	318	340	340	-
Office Equipment Rental	5,107	5,024	6,000	6,000	-
Mileage	1,812	1,148	2,000	2,000	-
Travel & Training	7,213	6,659	8,000	8,000	-
Banking Fees	167	606	150	150	-
Dues & Memberships	155	350	500	500	-
Background Checks	-	30	400	400	-
Office Supplies	3,531	4,011	5,000	5,000	-
Food & Food Service	6,052	5,820	7,000	7,000	-
Landscaping Supplies	76	96	300	300	-
Medical & Laboratory	4,829	4,604	6,500	6,500	-
Laundry & Janitorial	9,642	11,323	12,000	13,000	1,000
Linen Supplies	102	581	600	600	-
Building Repair & Maint	1,767	4,632	5,500	5,500	-
Vehicle & Equipment Fuels	137	19	500	300	(200)
Vehicle & Equipment	-	-	500	150	(350)
Police Supplies	75	-	500	500	-
Uniforms & Apparel	179	1,678	2,000	2,000	-
Books & Subscriptions	492	720	570	570	-
Other Operating Supplies	4,142	4,831	6,000	6,000	-
Computer Supplies	28,941	11,915	30,000	30,000	-
Wear & Apparel - Detainees	1,871	2,698	5,000	4,000	(1,000)
Awards, Plaques & Other	67	-	-	1,000	1,000
OTHER CHARGES	128,377	119,984	168,350	164,110	(4,240)
Parking lot Improvements	-	39,335	-	-	-
CAPITAL	-	39,335	-	-	-
TOTAL EXPENDITURES NRJDC FUND	2,580,471	2,661,503	2,826,000	2,948,000	122,000

# 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 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>REVENUE</b>					
Use of money and property	89,204	48,423	55,000	55,000	-
Charges for services	193,954	286,555	125,000	125,000	-
Miscellaneous	434,800	347,463	301,700	370,586	68,886
Recovered Costs	16,051	879	91,134	-	(91,134)
State	22,218,976	23,707,997	23,963,603	24,814,821	851,218
Federal Revenue	-	-	-	-	-
City Appropriation	27,811,446	28,304,872	30,443,325	30,506,216	62,891
<b>TOTAL OPERATING REVENUE</b>	<b>50,764,431</b>	<b>52,696,189</b>	<b>54,979,762</b>	<b>55,871,623</b>	<b>891,861</b>

\*The WPS FY19 City Appropriation amount is higher than the \$30,489,102 appropriated by City Council. The City appropriation supersedes the WPS amount.

## EXPENDITURES

Instruction	37,890,890	38,799,833	41,176,549	41,777,775	601,226
Administration, Attendance & Health	2,313,350	2,519,129	2,694,364	2,791,568	97,204
Pupil Transportation	2,141,075	2,570,396	2,305,219	2,406,133	100,914
Operation & Maintenance	5,495,274	5,688,980	5,907,394	5,967,497	60,103
Facilities	720	1,020	4,000	4,000	-
Debt & Fund Transfers	309,272	-	-	-	-
Technology	2,619,197	3,111,101	2,892,236	2,924,650	32,414
<b>TOTAL OPERATING EXPENDITURES</b>	<b>50,769,778</b>	<b>52,690,459</b>	<b>54,979,762</b>	<b>55,871,623</b>	<b>891,861</b>

# Winchester Public Schools

## FEDERAL GRANTS FUND

DESCRIPTION	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>REVENUE</b>					
Federal	3,174,995	3,034,768	3,355,022	3,483,157	128,135
<b>TOTAL FEDERAL GRANTS REVENUE</b>	<b>3,174,995</b>	<b>3,034,768</b>	<b>3,355,022</b>	<b>3,483,157</b>	<b>128,135</b>
<b>EXPENDITURES</b>					
Instruction	3,087,282	2,945,342	3,274,384	3,445,136	170,752
Pupil Transportation	10,170	9,174	3,095	3,095	-
Technology	77,543	80,252	77,543	34,926	(42,617)
<b>TOTAL FEDERAL GRANTS EXPENDITURES</b>	<b>3,174,995</b>	<b>3,034,768</b>	<b>3,355,022</b>	<b>3,483,157</b>	<b>128,135</b>

## FOOD SERVICES FUND

DESCRIPTION	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>REVENUE</b>					
Use of money and property	3,441	1,126	2,000	2,000	-
Charges for services	517,900	509,356	897,166	897,166	-
Miscellaneous	23,954	23,763	15,000	15,000	-
State	38,042	43,302	44,265	46,881	2,616
Federal	1,623,737	1,700,749	1,350,000	1,461,985	111,985
<b>TOTAL FOOD SERVICES REVENUE</b>	<b>2,207,074</b>	<b>2,278,296</b>	<b>2,308,431</b>	<b>2,423,032</b>	<b>114,601</b>
<b>EXPENDITURES</b>					
Food Services	2,233,894	2,260,726	2,307,431	2,422,032	114,601
Facilities	-	28,111	-	-	-
Operation & Maintenance	777	324	1,000	1,000	-
<b>TOTAL FOOD SERVICES EXPENDITURES</b>	<b>2,234,671</b>	<b>2,289,161</b>	<b>2,308,431</b>	<b>2,423,032</b>	<b>114,601</b>

# Winchester Public Schools

## TEXTBOOK FUND

DESCRIPTION	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>REVENUE</b>					
Use of money and property	1,864	1,417	-	-	-
Supplemental Appropriation	185,500	250,216	400,000	400,000	-
Transfer in Operating Fund	206,270	-	-	-	-
<b>TOTAL TEXTBOOK REVENUE</b>	<b>393,634</b>	<b>251,633</b>	<b>400,000</b>	<b>400,000</b>	<b>-</b>
<b>EXPENDITURES</b>					
Instruction	42	344	400,000	400,000	-
Technology	-	-	-	-	-
<b>TOTAL TEXTBOOK EXPENDITURES</b>	<b>42</b>	<b>344</b>	<b>400,000</b>	<b>400,000</b>	<b>-</b>

## FUND RAISING FUND

DESCRIPTION	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>REVENUE</b>					
Use of money and property	6,413	2,086	-	-	-
Miscellaneous revenue	116,101	225,261	60,000	220,000	160,000
Supplemental Appropriation	-	-	100,000	179,000	79,000
<b>TOTAL FUND RAISING REVENUE</b>	<b>122,514</b>	<b>227,347</b>	<b>160,000</b>	<b>399,000</b>	<b>239,000</b>
<b>EXPENDITURES</b>					
Administration, Attendance & Health	5,552	6,571	-	-	-
Facilities	194,577	347,996	160,000	399,000	239,000
<b>TOTAL FUND RAISING EXPENDITURES</b>	<b>200,129</b>	<b>354,567</b>	<b>160,000</b>	<b>399,000</b>	<b>239,000</b>

# Winchester Public Schools

## CAPITAL IMPROVEMENTS FUND

DESCRIPTION	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>REVENUE</b>					
Use of money and property	4,522	2,741	-	-	-
Miscellaneous revenue	2,575	-	-	-	-
Recovered costs	120,064	137,490	-	-	-
State	10,710	24,845	-	-	-
City Appropriation	650,000	-	700,000	-	(700,000)
Transfer in School Operating	103,002	603,856	-	700,000	700,000
<b>TOTAL CAPITAL IMPROVEMENTS</b>	<b>890,873</b>	<b>768,932</b>	<b>700,000</b>	<b>700,000</b>	<b>-</b>
<b>EXPENDITURES</b>					
Technology	78,185	64,285	400,000	400,000	-
Transportation	32,160	-	-	-	-
Operation & Maintenance	75,322	-	-	-	-
Facilities	341,177	222,893	300,000	300,000	-
<b>TOTAL CAPITAL IMPROVEMENTS</b>	<b>526,844</b>	<b>287,178</b>	<b>700,000</b>	<b>700,000</b>	<b>-</b>

## CONSTRUCTION FUND

DESCRIPTION	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>REVENUE</b>					
School Construction Bonds	1,027,627	5,352	150,000	190,000	40,000
<b>EXPENDITURES</b>					
School Construction	12,754,030	526,371	150,000	190,000	40,000

# Winchester Public Schools

## INSURANCE FUND

DESCRIPTION	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>REVENUE</b>					
Use of money and property	2,521	630	2,200	2,200	-
Employer share health costs					
Transfer in	3,329,164	3,587,372	3,985,056	4,054,170	69,114
Charges for services	1,412,274	1,414,462	1,585,632	1,596,682	11,050
<b>TOTAL INSURANCE REVENUE</b>	<b>4,743,959</b>	<b>5,002,464</b>	<b>5,572,888</b>	<b>5,653,052</b>	<b>80,164</b>
<b>EXPENDITURES</b>					
Other noninstructional operations	1,512,826	1,432,418	1,587,832	1,598,882	11,050
Transfer in from other funds	3,329,164	3,587,372	3,985,056	4,054,170	69,114
<b>TOTAL INSURANCE EXPENDITURES</b>	<b>4,841,990</b>	<b>5,019,790</b>	<b>5,572,888</b>	<b>5,653,052</b>	<b>80,164</b>

## PRIVATE PURPOSE TRUST FUND

DESCRIPTION	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ORIGINAL BUDGET	FY 2019 ADOPTED BUDGET	FY 2019 BUDGET Inc/(Dec)
<b>REVENUE</b>					
Use of money and property	7,372	28,315	34,010	34,300	290
Miscellaneous	62,171	135,148	61,250	65,950	4,700
Transfers in	3,000	3,000	3,000	4,000	1,000
<b>TOTAL PRIVATE PURPOSE TRUST</b>	<b>72,543</b>	<b>166,463</b>	<b>98,260</b>	<b>104,250</b>	<b>5,990</b>
<b>EXPENDITURES</b>					
Other noninstructional operations	88,857	87,835	98,260	104,250	5,990
<b>TOTAL PRIVATE PURPOSE TRUST</b>	<b>88,857</b>	<b>87,835</b>	<b>98,260</b>	<b>104,250</b>	<b>5,990</b>
<b>TOTAL REVENUE SCHOOL BUDGETS</b>	<b>63,397,650</b>	<b>64,431,444</b>	<b>67,724,363</b>	<b>69,224,114</b>	<b>1,499,751</b>
<b>TOTAL EXPENDITURE SCHOOL BUDGETS</b>	<b>74,591,336</b>	<b>64,290,473</b>	<b>67,724,363</b>	<b>69,224,114</b>	<b>1,499,751</b>

# Five-Year Capital Improvement Plan

## Introduction

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

## Defining Capital Expenditures

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

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

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

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

# Five-Year Capital Improvement Plan

## Five-Year Capital Improvement Plan FY 2019 - FY 2023

Project Description	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future	Total Project
<b>General Government</b>								
Personal Property Software			350,000	350,000				700,000
Fire Ladder Truck		1,020,000						1,020,000
Safety Bollards for Pedestrian Mall		250,000	250,000					500,000
Handley Library Improvements		1,500,000		160,000	160,000	160,000	2,550,000	4,530,000
Entryway Welcome Signs	250,000	75,000	225,000					550,000
Millwood Ave Gateway Improvements					1,000,000			1,000,000
CDBG Sidewalks		1,000,000						1,000,000
Sidewalk Improvements	2,835,000	500,000	500,000	500,000	500,000	2,000,000	16,000,000	22,835,000
N. Cameron St Drainage Improvements	125,000	1,500,000	1,500,000					3,125,000
Valley/Tevis Drainage & Sidewalks	1,800,000	500,000	2,100,000	2,900,000				7,300,000
Storm Drainage Improvements				2,300,000	2,000,000	1,700,000	20,000,000	26,000,000
Traffic Signal Improvements	6,800,000	500,000	300,000	300,000	300,000			8,200,000
Traffic Signal Synchronization	500,000			700,000				1,200,000
Boscawen Street Improvements	100,000				2,000,000			2,100,000
Intersection Improvements				1,200,000	700,000	800,000		2,700,000
Hope Drive Extension	2,600,000	1,000,000	5,900,000					9,500,000

# Five-Year Capital Improvement Plan

## Five-Year Capital Improvement Plan FY 2019 - FY 2023

Project Description	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future	Total Project
<b>General Government - continued</b>								
Middle Road Improvements							2,000,000	2,000,000
Weems Lane Improvements							1,500,000	1,500,000
Pleasant Valley Road Realignment/Extension							6,000,000	6,000,000
Taft Avenue Extension							8,000,000	8,000,000
Featherbed Lane Improvements							1,000,000	1,000,000
Shawnee Drive Improvements							4,000,000	4,000,000
Papermill Road Improvements							4,000,000	4,000,000
Green Circle	5,150,000	200,000	800,000	4,100,000				10,250,000
Trails at Museum of the Shen Valley		2,000,000	768,000					2,768,000
Park Maintenance Building	85,000	640,000						725,000
Russ Potts Basketball Courts Resurf		40,000						40,000
Lowery Tennis Courts Resurfacing		100,000						100,000
Enclosing Courtyard Area			50,000					50,000
Resurfacing Playground Area				50,000				50,000
Parks Waterline Replacements				250,000	250,000	250,000	250,000	1,000,000
Transit-Equip Maintenance Garage	50,000		1,000,000					1,050,000
<b>Total General Government</b>	<b>20,295,000</b>	<b>10,825,000</b>	<b>13,743,000</b>	<b>12,810,000</b>	<b>6,910,000</b>	<b>4,910,000</b>	<b>65,300,000</b>	<b>134,793,000</b>

# Five-Year Capital Improvement Plan

## Five-Year Capital Improvement Plan FY 2019 - FY 2023

Project Description	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future	Total Project
<b><u>Winchester Public Schools</u></b>								
DCLC Renovations	200,000	250,000	4,250,000	3,300,000				8,000,000
Innovation Center		250,000	5,900,000	6,850,000				13,000,000
Security Vestibules	225,000	100,000	100,000					425,000
Bus Replacement	330,000	300,000	400,000	400,000	400,000	400,000	1,600,000	3,830,000
Synthetic Turf Replacement							750,000	750,000
VACD Roof Replacement							850,000	850,000
FDES Expansion & Renovations							3,500,000	3,500,000
<b>Total Winchester Public Schools</b>	<b>755,000</b>	<b>900,000</b>	<b>10,650,000</b>	<b>10,550,000</b>	<b>400,000</b>	<b>400,000</b>	<b>6,700,000</b>	<b>30,355,000</b>
<b><u>Utilities</u></b>								
Water & Sewer Main Replacement		5,000,000	5,000,000	3,000,000	3,000,000	4,000,000	150,000,000	170,000,000
Water Meter Replacements		5,000,000	4,000,000	4,000,000	3,000,000			16,000,000
Maintenance Facility – Public Services		4,000,000	5,000,000					9,000,000
Water Storage Tank Replacement	100,000	2,500,000						2,600,000
Water Treatment Plant Improvements	200,000	4,000,000						4,200,000
Water Pump Station Improvements		50,000	50,000	1,500,000				1,600,000
Sewer Pump Station Replacement	150,000	2,000,000	1,000,000	2,000,000	1,000,000	1,000,000	2,000,000	9,150,000
Water Treatment Plant Expansion							20,000,000	20,000,000
<b>Total Utilities</b>	<b>450,000</b>	<b>22,550,000</b>	<b>15,050,000</b>	<b>10,500,000</b>	<b>7,000,000</b>	<b>5,000,000</b>	<b>172,000,000</b>	<b>232,550,000</b>
<b>Total CIP</b>	<b>21,500,000</b>	<b>34,275,000</b>	<b>39,443,000</b>	<b>33,860,000</b>	<b>14,310,000</b>	<b>10,310,000</b>	<b>244,000,000</b>	<b>397,698,000</b>

# Five-Year Capital Improvement Plan

## Five-Year Capital Improvement Plan FY 2019 - FY 2023

Funding Summary	Prior	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future	Total
Gen Fund	8,490,000	4,585,000	2,775,000	2,435,000	2,285,000	685,000	625,000	21,880,000
GO Bonds	2,200,000	-	12,500,000	12,500,000	4,000,000	3,700,000	47,800,000	82,700,000
Bond Proceeds	85,000	640,000	-	-	-	-	-	725,000
Rev Bonds	-	22,500,000	15,000,000	10,500,000	7,000,000	-	20,000,000	75,000,000
Utilities	450,000	50,000	50,000	125,000	125,000	5,125,000	152,125,000	158,050,000
Schools	555,000	400,000	500,000	400,000	400,000	400,000	3,200,000	5,855,000
State	5,320,000	3,100,000	5,784,000	6,250,000	500,000	400,000	6,250,000	27,604,000
Federal	4,400,000	1,250,000	800,000	-	-	-	-	6,450,000
Contr/Other	-	1,750,000	2,034,000	1,650,000	-	-	14,000,000	19,434,000
<b>Total</b>	<b>21,500,000</b>	<b>34,275,000</b>	<b>39,443,000</b>	<b>33,860,000</b>	<b>14,310,000</b>	<b>10,310,000</b>	<b>244,000,000</b>	<b>397,698,000</b>

# Five-Year Capital Improvement Plan

## Five-Year Capital Improvement Plan FY 2019 - FY 2023 Anticipated Operating Costs

Project Description	Operating Description	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Five-Year Total
<b>General Government</b>							
Personal Property Taxation Software	Maintenance costs.				35,000	35,000	70,000
Fire Ladder Truck	Maintenance costs.	2,500	2,625	3,000	3,500	5,000	16,625
Downtown Safety Bollards	Maintenance costs.		3,000	6,000	6,200	6,400	21,600
Handley Library Improvements	No impact to operating budget.						-
Entryway Welcome Signs	Landscaping and maintenance.	2,500	4,000	5,500	5,700	5,900	23,600
Millwood Ave Gateway Improvements	Landscaping and maintenance.					2,000	2,000
CDBG Sidewalk Improvements	No impact to operating budget.						-
Sidewalk Improvements	No impact to operating budget.						-
N Cameron Street Improvements	Maintenance costs.		10,000	10,300	10,500	10,700	41,500
Valley/Tevis Drainage & Sidewalks	No impact to operating budget.						-
Storm Drainage Improvements	No impact to operating budget.						-
Traffic Signal Improvements	No impact to operating budget.						-
Traffic Signal Synchronization	Maintenance costs.	5,100	5,200	5,300	7,500	7,600	30,700
Boscawen Street Improvements	Maintenance costs.				7,900	8,100	16,000
Intersection Improvements	No impact to operating budget.						-
Hope Drive Extension	Maintenance costs.			5,000	5,500	6,000	16,500
Green Circle	Landscaping and maintenance.	5,000	5,100	5,200	5,300	5,400	26,000

# Five-Year Capital Improvement Plan

## Five-Year Capital Improvement Plan FY 2019 - FY 2023 Anticipated Operating Costs

Project Description	Operating Description	FY 2019	FY 2020	FY 2021	FY 2021	FY 2023	Five-Year Total
<b><u>General Government – continued</u></b>							
Trails at Museum of Shen Valley	No impact to operating budget						-
Park Maintenance Facility	Operating and maintenance costs.		5,000	5,000	5,000	5,000	20,000
Russ Potts Basketball Courts Resurfacing	Maintenance costs.	2,500	2,563	2,627	2,692	2,760	13,142
Lowry Tennis Courts	Maintenance costs.		6,700	6,868	7,039	7,215	27,822
Enclosing Courtyard Area	No impact to operating budget.						-
Playground Surface Replacement	No impact to operating budget.						-
Parks Water Distribution System	Operating costs to decrease.						-
Transit-Equip Maintenance Garage	No impact to operating budget.						-
Debt	Debt payments for prior projects.	2,987,892	2,699,730	2,485,962	2,489,142	2,022,301	12,685,027
<b>Total General Government</b>		<b>-</b>	<b>3,005,492</b>	<b>2,743,918</b>	<b>2,540,757</b>	<b>2,555,973</b>	<b>12,940,516</b>

### **Winchester Public Schools**

DCLC Renovations	No impact to operating budget.						-
Innovation Center	Operating costs to increase.						-
Security Vestibules	No impact to operating budget.						-
Bus Replacements	No impact to operating budget.						-
Synthetic Turf Replacment	No impact to operating budget.						-
VACD Roof Replacement	No impact to operating budget.						-
FDES Expansion & Renov	Operating costs to increase.						-

# Five-Year Capital Improvement Plan

## Five-Year Capital Improvement Plan FY 2019 - FY 2023 Anticipated Operating Costs

Project Description	Operating Description	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Five-Year Total
<b><u>Winchester Public Schools - continued</u></b>							
Debt	Debt payments for prior projects.	7,683,803	7,963,553	7,926,657	7,916,078	8,024,237	39,514,328
<b>Total Winchester Public Schools</b>		<b>7,683,803</b>	<b>7,963,553</b>	<b>7,926,657</b>	<b>7,916,078</b>	<b>8,024,237</b>	<b>39,514,328</b>
<b><u>Utilities</u></b>							
Water & Sewer Main Replacements	Operating costs to decrease.						-
Water Meter Replacements	Operating costs to decrease.						-
Maintenance Facility	Operating costs to increase.						-
Water Treatment Plant Improvements	Operating costs to decrease.						-
Water Storage Tank Replacement	Operating costs to decrease.						-
Water Pump Station Replacement	Operating costs to decrease.						-
Sewer Pump Station Replacement	Operating costs to decrease.						-
Water Treatment Plant Expansion	Operating costs to increase.						-
Debt	Debt payments for prior projects.	12,964,152	12,794,833	13,200,143	13,184,972	11,975,191	64,119,291
<b>Total Utilities</b>		<b>12,964,152</b>	<b>12,794,833</b>	<b>13,200,143</b>	<b>13,184,972</b>	<b>11,975,191</b>	<b>64,119,291</b>
<b>Total CIP Operating Costs</b>		<b>23,653,447</b>	<b>23,502,304</b>	<b>23,667,557</b>	<b>23,657,023</b>	<b>22,093,804</b>	<b>116,574,135</b>

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

Project Title: Personal Property Taxation Software Picture/Map:  
 Department: Commissioner of the Revenue/Treasurer  
 Budget Code:  
 Justification: Improves existing service  
 Start Date (FY): 2020  
 Completion Date (FY): 2022

**Relationship of Strategic Plan:**

Goal 4 – Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation.

**Project Description:**

The existing software is a custom in-house product which the City “sun-downed” from any new development approximately 5-6 years ago. Not only is the City failing to advance with features our taxpayers request and expect, but incidents of failures and errors are increasing. The time and resources for emergency repairs negatively affect our citizens, I&S resources, and City revenue.

**Project Objectives/Status:**

Acquisition and full implementation of a new personal property taxation software

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning								\$ 0
Land								\$ 0
Construction								\$ 0
Equipment								\$ 0
Other Expenses			\$ 350,000	\$ 350,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 805,000
<b>Total</b>	\$ 0	\$ 0	\$ 350,000	\$ 350,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 805,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund			\$ 350,000	\$ 350,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 805,000
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 350,000	\$ 350,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 805,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating					\$ 35,000	\$ 35,000	\$ 35,000	\$ 105,000
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 35,000	\$ 35,000	\$ 35,000	\$ 105,000

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Ladder Truck **Picture/Map:**  
**Department:** Fire and Rescue Department  
**Budget Code:** 312-3211-432-81-05  
**Justification:** Improves existing service  
**Start Date (FY):** 2018  
**Completion Date (FY):** 2019

**Relationship to Strategic Plan:**

Goal 3 - 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.

**Project Description:**

Acquire a City owned and maintained Ladder Truck.

**Project Objectives/Status:**

Working in partnership with Volunteer Fire Companies, develop a program to acquire City owned and maintained apparatus to ensure adequate fire protection

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning								\$ 0
Land								\$ 0
Construction		\$ 1,020,000						\$ 1,020,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 1,020,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,020,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund		\$ 1,020,000						\$ 1,020,000
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 1,020,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,020,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Downtown Safety Bollards **Picture/Map:** \_\_\_\_\_  
**Department:** Public Services  
**Budget Code:** 312-4135-443-83-53  
**Justification:** Other  
**Start Date (FY):** 2019  
**Completion Date (FY):** 2020

**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

The project would consist of installing safety bollards in key locations to protect pedestrians.

**Project Objectives/Status:**

The primary objective of this project is to protect the safety of the public. The first year of the project will install automated bollards at each end of the Mall - Cork Street and Piccadilly Street.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning								\$ 0
Land								\$ 0
Construction		\$ 250,000	\$ 250,000					\$ 500,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 250,000	\$ 250,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 500,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund		\$ 250,000	\$ 250,000					\$ 500,000
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 250,000	\$ 250,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 500,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating			\$ 3,000	\$ 6,000	\$ 6,200	\$ 6,400		\$ 21,600
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 3,000	\$ 6,000	\$ 6,200	\$ 6,400	\$ 0	\$ 21,600

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Handley Library Improvements **Picture/Map:** \_\_\_\_\_  
**Department:** Public Services  
**Budget Code:** 312-4324-443-83-44  
**Justification:** Other  
**Start Date (FY):** 2019  
**Completion Date (FY):** 2023

**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

The project would consist of making capital improvements to the Handley Library to ensure the longevity and continued use of the building.

**Project Objectives/Status:**

Handley Library is over 100 years old and certain improvements are needed to maintain the integrity of the building. In FY2019, the project will consist of replacing the HVAC system in the primary portion of the building and also making some structural repairs.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning		\$ 100,000		\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000	\$ 180,000
Land								\$ 0
Construction		\$ 1,400,000		\$ 150,000	\$ 150,000	\$ 150,000	\$ 2,500,000	\$ 4,350,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 1,500,000	\$ 0	\$ 160,000	\$ 160,000	\$ 160,000	\$ 2,550,000	\$ 4,530,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund		\$ 750,000		\$ 160,000	\$ 160,000	\$ 160,000		\$ 1,230,000
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds							\$ 2,550,000	\$ 2,550,000
Revenue Bonds								\$ 0
State								\$ 0
Federal								\$ 0
Other Revenue		\$ 750,000						\$ 750,000
<b>Total</b>	\$ 0	\$ 1,500,000	\$ 0	\$ 160,000	\$ 160,000	\$ 160,000	\$ 2,550,000	\$ 4,530,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Entryway Welcome Signs  
**Department:** Public Services  
**Budget Code:** 312-4121-441-82-29  
**Justification:** Other  
**Start Date (FY):** FY17  
**Completion Date (FY):** 2020

**Picture/Map:**

**Locations:**

1. Millwood Avenue (complete)
2. Crossover Blvd. (complete)
3. Berryville Avenue
4. Amherst Street
5. Fairmont Avenue
6. N. Loudoun Street
7. Valley Avenue
8. Cedar Creek Grade

**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

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

**Project Objectives/Status:**

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

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning								\$ 0
Land								\$ 0
Construction	\$ 250,000	\$ 75,000	\$ 225,000					\$ 550,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	<b>\$ 250,000</b>	<b>\$ 75,000</b>	<b>\$ 225,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 550,000</b>

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund	\$ 250,000	\$ 75,000	\$ 225,000					\$ 550,000
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	<b>\$ 250,000</b>	<b>\$ 75,000</b>	<b>\$ 225,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 550,000</b>

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating		\$ 2,500	\$ 4,000	\$ 5,500	\$ 5,700	\$ 5,900		\$ 23,600
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	<b>\$ 0</b>	<b>\$ 2,500</b>	<b>\$ 4,000</b>	<b>\$ 5,500</b>	<b>\$ 5,700</b>	<b>\$ 5,900</b>	<b>\$ 0</b>	<b>\$ 23,600</b>

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Millwood Avenue Gateway Improvements      **Picture/Map:**  
**Department:** Public Services  
**Budget Code:**  
**Justification:** Other  
**Start Date (FY):** 2022  
**Completion Date (FY):** 2022

**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**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/Status:**

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.

<b>Cost Estimate:</b>	<b>Prior Years</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>Future Years</b>	<b>Project Total</b>
Planning								\$ 0
Land								\$ 0
Construction					\$ 1,000,000			\$ 1,000,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,000,000	\$ 0	\$ 0	\$ 1,000,000

<b>Funding Sources:</b>	<b>Prior Years</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>Future Years</b>	<b>Project Total</b>
General Fund					\$ 1,000,000			\$ 1,000,000
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,000,000	\$ 0	\$ 0	\$ 1,000,000

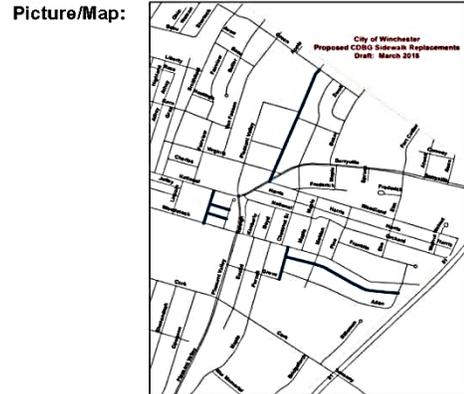
<b>Operating Impacts</b>	<b>Prior Years</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>Future Years</b>	<b>Project Total</b>
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** CDBG Sidewalk Improvements  
**Department:** Public Services  
**Budget Code:** 312-4121-441-83-19  
**Justification:** Remove hazards  
**Start Date (FY):** 2019  
**Completion Date (FY):** 2019



**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

Project will consist of obtaining a \$1 million loan from CDBG (Community Development Block Grant) to replace existing sidewalks in poor condition. The loan will be repaid using the City's annual allocation of CDBG funds.

**Project Objectives/Status:**

Sidewalk improvements are a very high priority for residents and City Council. The improvements that will be completed for this project are consistent with the revised Sidewalk Master Plan adopted by City Council in 2017.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning								\$ 0
Land								\$ 0
Construction		\$ 1,000,000						\$ 1,000,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 1,000,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,000,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State								\$ 0
Federal		\$ 1,000,000						\$ 1,000,000
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 1,000,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,000,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Sidewalk Improvements **Picture/Map:**  
**Department:** Public Services  
**Budget Code:** 312-4121-441-83-19  
**Justification:** Other  
**Start Date (FY):** 2009  
**Completion Date (FY):** Ongoing

**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

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

**Project Objectives/Status:**

Sidewalk improvements are a very high priority for residents and City Council. The improvements that will be completed for this project are consistent with the revised Sidewalk Master Plan adopted by City Council in 2017.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning								\$ 0
Land								\$ 0
Construction	\$ 2,835,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,000,000	\$ 16,000,000	\$ 22,835,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	<b>\$ 2,835,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 2,000,000</b>	<b>\$ 16,000,000</b>	<b>\$ 22,835,000</b>

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund	\$ 1,335,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000			\$ 3,335,000
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds	\$ 500,000					\$ 2,000,000	\$ 16,000,000	\$ 18,500,000
Revenue Bonds								\$ 0
State	\$ 1,000,000							\$ 1,000,000
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	<b>\$ 2,835,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 2,000,000</b>	<b>\$ 16,000,000</b>	<b>\$ 22,835,000</b>

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service	\$ 33,000	\$ 33,000	\$ 33,000	\$ 33,000	\$ 33,000	\$ 163,000	\$ 293,000	\$ 621,000
<b>Total</b>	<b>\$ 33,000</b>	<b>\$ 163,000</b>	<b>\$ 293,000</b>	<b>\$ 621,000</b>				

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** N. Cameron Drainage Improvements  
**Department:** Public Services  
**Budget Code:** 312-4121-441-83-04  
**Justification:** Improves existing service  
**Start Date (FY):** 2018  
**Completion Date (FY):** 2019

**Picture/Map:**



**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

The project would consist of making drainage piping improvements and constructing storm water managements ponds to help alleviate the flooding that occurs on N. Cameron Street during large rain events.

**Project Objectives/Status:**

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

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning	\$ 125,000							\$ 125,000
Land		\$ 200,000						\$ 200,000
Construction		\$ 1,300,000	\$ 1,500,000					\$ 2,800,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	<b>\$ 125,000</b>	<b>\$ 1,500,000</b>	<b>\$ 1,500,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 3,125,000</b>

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund	\$ 125,000	\$ 750,000	\$ 750,000					\$ 1,625,000
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State		\$ 750,000	\$ 750,000					\$ 1,500,000
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	<b>\$ 125,000</b>	<b>\$ 1,500,000</b>	<b>\$ 1,500,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 3,125,000</b>

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating			\$ 10,000	\$ 10,300	\$ 10,500	\$ 10,700		\$ 41,500
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 10,000</b>	<b>\$ 10,300</b>	<b>\$ 10,500</b>	<b>\$ 10,700</b>	<b>\$ 0</b>	<b>\$ 41,500</b>

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Valley/Tevis Drainage and Sidewalks  
**Department:** Public Services  
**Budget Code:** 312-4121-441-83-68  
**Justification:** Improves existing service  
**Start Date (FY):** 2017  
**Completion Date (FY):** 2020

Picture/Map:



**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

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

**Project Objectives/Status:**

This project would correct the long-standing drainage problem on Valley near the vicinity of Tevis and would also improve pedestrian safety along this major corridor. Construction on the project is expected to begin early in calendar year 2019.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning	\$ 1,000,000							\$ 1,000,000
Land	\$ 800,000							\$ 800,000
Construction		\$ 500,000	\$ 2,100,000	\$ 2,900,000				\$ 5,500,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	<b>\$ 1,800,000</b>	<b>\$ 500,000</b>	<b>\$ 2,100,000</b>	<b>\$ 2,900,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 7,300,000</b>

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds	\$ 500,000		\$ 1,050,000	\$ 1,700,000				\$ 3,250,000
Revenue Bonds								\$ 0
State	\$ 940,000	\$ 500,000	\$ 1,050,000	\$ 1,200,000				\$ 3,690,000
Federal	\$ 360,000							\$ 360,000
Other Revenue								\$ 0
<b>Total</b>	<b>\$ 1,800,000</b>	<b>\$ 500,000</b>	<b>\$ 2,100,000</b>	<b>\$ 2,900,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 7,300,000</b>

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service		\$ 33,000	\$ 330,000	\$ 179,000	\$ 179,000	\$ 179,000	\$ 3,043,000	\$ 3,943,000
<b>Total</b>	<b>\$ 0</b>	<b>\$ 33,000</b>	<b>\$ 330,000</b>	<b>\$ 179,000</b>	<b>\$ 179,000</b>	<b>\$ 179,000</b>	<b>\$ 3,043,000</b>	<b>\$ 3,943,000</b>

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Storm Drainage Improvements **Picture/Map:**  
**Department:** Public Services  
**Budget Code:**  
**Justification:** Other  
**Start Date (FY):** 2021  
**Completion Date (FY):** Ongoing

**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

Storm drainage system improvements in various locations throughout the City.

**Project Objectives/Status:**

There are many storm drainage issues facing the City including flooding at various locations where there is inadequate infrastructure and other issues related to existing old infrastructure that needs to be replaced. In addition, there are capital improvements that the City may be required to meet increasingly stringent storm water regulations that are part of the Chesapeake Bay initiatives.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning				\$ 200,000	\$ 200,000	\$ 200,000	\$ 2,000,000	\$ 2,600,000
Land								\$ 0
Construction				\$ 2,100,000	\$ 1,800,000	\$ 1,500,000	\$ 18,000,000	\$ 23,400,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 2,300,000	\$ 2,000,000	\$ 1,700,000	\$ 20,000,000	\$ 26,000,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds				\$ 2,300,000	\$ 2,000,000	\$ 1,700,000	\$ 20,000,000	\$ 26,000,000
Revenue Bonds								\$ 0
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 2,300,000	\$ 2,000,000	\$ 1,700,000	\$ 20,000,000	\$ 26,000,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service					\$ 130,000	\$ 260,000		\$ 390,000
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 130,000	\$ 260,000	\$ 0	\$ 390,000

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Traffic Signal Improvements  
**Department:** Public Services  
**Budget Code:** 312-4142-442-83-76  
**Justification:** Improves existing service  
**Start Date (FY):** 2008  
**Completion Date (FY):** 2022

**Picture/Map:**  
 FY19: N. Loudoun/Brooke/Brick Kiln  
 FY20: Adams/Legge  
 FY21: Shawnee/Papermill  
 FY22: Commercial/N. Loudoun

**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

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

**Project Objectives/Status:**

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

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning	\$ 400,000	\$ 50,000	\$ 20,000	\$ 20,000	\$ 20,000			\$ 510,000
Land								\$ 0
Construction	\$ 6,400,000	\$ 450,000	\$ 280,000	\$ 280,000	\$ 280,000			\$ 7,690,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	<b>\$ 6,800,000</b>	<b>\$ 500,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 8,200,000</b>

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund	\$ 4,775,000		\$ 150,000	\$ 150,000	\$ 150,000			\$ 5,225,000
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State	\$ 1,825,000	\$ 500,000	\$ 150,000	\$ 150,000	\$ 150,000			\$ 2,775,000
Federal	\$ 200,000							\$ 200,000
Other Revenue								\$ 0
<b>Total</b>	<b>\$ 6,800,000</b>	<b>\$ 500,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 8,200,000</b>

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>						

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Traffic Signal Synchronization **Picture/Map:** \_\_\_\_\_  
**Department:** Public Services  
**Budget Code:** 312-4142-442-83-76  
**Justification:** Improves existing service  
**Start Date (FY):** \_\_\_\_\_  
**Completion Date (FY):** \_\_\_\_\_

**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

Installation of In-Synch traffic adaptive system on some of the traffic signal corridors in the City. This system has recently been installed on Berryville Avenue, Pleasant Valley/Millwood/Jubal Early, and Amherst Street and has significantly improved traffic flow. This project would add this system to the Valley Avenue corridor and Gerrard Street corridor.

**Project Objectives/Status:**

Improve traffic flow on the City's major corridors. Making improvements to traffic was one of the highest priorities in the citizen satisfaction survey that was completed in 2017.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning								\$ 0
Land								\$ 0
Construction	\$ 500,000			\$ 700,000				\$ 1,200,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	<b>\$ 500,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 700,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,200,000</b>

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund	\$ 250,000							\$ 250,000
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State	\$ 250,000			\$ 700,000				\$ 950,000
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	<b>\$ 500,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 700,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,200,000</b>

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating	\$ 5,000	\$ 5,100	\$ 5,200	\$ 5,300	\$ 7,500	\$ 7,600		\$ 35,700
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	<b>\$ 5,000</b>	<b>\$ 5,100</b>	<b>\$ 5,200</b>	<b>\$ 5,300</b>	<b>\$ 7,500</b>	<b>\$ 7,600</b>	<b>\$ 0</b>	<b>\$ 35,700</b>

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Boscawen Street Improvements **Picture/Map:** \_\_\_\_\_  
**Department:** Public Services  
**Budget Code:** \_\_\_\_\_  
**Justification:** Remove hazards  
**Start Date (FY):** 2018  
**Completion Date (FY):** 2022

**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

Project would 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/Status:**

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.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning	\$ 100,000							\$ 100,000
Land								\$ 0
Construction					\$ 2,000,000			\$ 2,000,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	<b>\$ 100,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 2,000,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 2,100,000</b>

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund	\$ 100,000							\$ 100,000
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds					\$ 2,000,000			\$ 2,000,000
Revenue Bonds								\$ 0
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	<b>\$ 100,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 2,000,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 2,100,000</b>

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating					\$ 7,900	\$ 8,100		\$ 16,000
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 7,900</b>	<b>\$ 8,100</b>	<b>\$ 0</b>	<b>\$ 16,000</b>

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Intersection Improvements  
**Department:** Public Services  
**Budget Code:**  
**Justification:** Improves existing service  
**Start Date (FY):** 2021  
**Completion Date (FY):** 2023

**Picture/Map:**



**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

This project consists of modifications to four existing intersections to facilitate and improve traffic flow. The intersections include: 1. Pleasant Valley/Jubal Early: Add dual left turn lane on west bound Jubal Early turning left onto south bound Pleasant Valley (\$1,200,000) 2. Pleasant Valley/Cork: Add right turn lane north bound Pleasant Valley turning right onto east bound Cork (\$700,000) 3. Pleasant Valley/Adams: Add right turn lane on north bound Pleasant Valley turning right onto east bound Adams (\$400,000) 4. Pleasant Valley/Patsy Cline: Add right turn lane on north bound Pleasant Valley

**Project Objectives/Status:**

These projects would improve traffic flow at these key intersections.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning				\$ 50,000	\$ 40,000	\$ 40,000		\$ 130,000
Land								\$ 0
Construction				\$ 1,150,000	\$ 660,000	\$ 760,000		\$ 2,570,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 1,200,000	\$ 700,000	\$ 800,000	\$ 0	\$ 2,700,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund				\$ 600,000	\$ 350,000	\$ 400,000		\$ 1,350,000
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State				\$ 600,000	\$ 350,000	\$ 400,000		\$ 1,350,000
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 1,200,000	\$ 700,000	\$ 800,000	\$ 0	\$ 2,700,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Hope Drive Extension  
**Department:** Public Services  
**Budget Code:** 312-4121-441-83-10  
**Justification:** Improves existing service  
**Start Date (FY):** 2016  
**Completion Date (FY):** 2020



**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

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

**Project Objectives/Status:**

This project will provide for an east-west arterial in the southern part of the City. It will also connect to the Papermill widening project that VDOT completed in 2009. Construction on the project is expected to begin early in calendar year 2019.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning	\$ 1,200,000							\$ 1,200,000
Land	\$ 1,400,000							\$ 1,400,000
Construction		\$ 1,000,000	\$ 5,900,000					\$ 6,900,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	<b>\$ 2,600,000</b>	<b>\$ 1,000,000</b>	<b>\$ 5,900,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 9,500,000</b>

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund	\$ 300,000	\$ 500,000						\$ 800,000
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds	\$ 1,000,000		\$ 2,950,000					\$ 3,950,000
Revenue Bonds								\$ 0
State	\$ 1,300,000	\$ 500,000	\$ 2,950,000					\$ 4,750,000
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	<b>\$ 2,600,000</b>	<b>\$ 1,000,000</b>	<b>\$ 5,900,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 9,500,000</b>

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating				\$ 5,000	\$ 5,500	\$ 6,000	\$ 110,000	\$ 126,500
Capital								\$ 0
Debt Service		\$ 65,000	\$ 65,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 4,420,000	\$ 5,330,000
<b>Total</b>	<b>\$ 0</b>	<b>\$ 65,000</b>	<b>\$ 65,000</b>	<b>\$ 265,000</b>	<b>\$ 265,500</b>	<b>\$ 266,000</b>	<b>\$ 4,530,000</b>	<b>\$ 5,456,500</b>

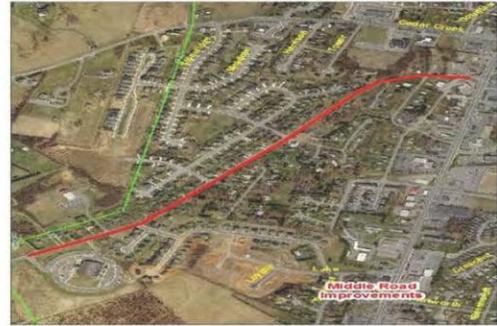
# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Middle Road Improvements  
**Department:** Public Services  
**Budget Code:**  
**Justification:** Remove hazards  
**Start Date (FY):** TBD  
**Completion Date (FY):** TBD

**Picture/Map:**



**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

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

**Project Objectives/Status:**

Continuing efforts to construct new sidewalks as per the City's Sidewalk Master Plan.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning							\$ 200,000	\$ 200,000
Land								\$ 0
Construction							\$ 1,800,000	\$ 1,800,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 2,000,000	\$ 2,000,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds							\$ 1,000,000	\$ 1,000,000
Revenue Bonds								\$ 0
State							\$ 1,000,000	\$ 1,000,000
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 2,000,000	\$ 2,000,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Weems Lane Improvements  
**Department:** Public Services  
**Budget Code:** \_\_\_\_\_  
**Justification:** Remove hazards  
**Start Date (FY):** TBD  
**Completion Date (FY):** TBD

**Picture/Map:**



**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

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

**Project Objectives/Status:**

Continuing efforts to construct new sidewalks as per the City's Sidewalk Master Plan.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning							\$ 100,000	\$ 100,000
Land								\$ 0
Construction							\$ 1,400,000	\$ 1,400,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,500,000	\$ 1,500,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds							\$ 750,000	\$ 750,000
Revenue Bonds								\$ 0
State							\$ 750,000	\$ 750,000
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,500,000	\$ 1,500,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Pleasant Valley Realignment/Extension  
**Department:** Public Services  
**Budget Code:** \_\_\_\_\_  
**Justification:** Other  
**Start Date (FY):** TBD  
**Completion Date (FY):** TBD

**Picture/Map:**



**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

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

**Project Objectives/Status:**

Project would allow for the development of a large parcel of currently undeveloped property.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning							\$ 300,000	\$ 300,000
Land								\$ 0
Construction							\$ 5,700,000	\$ 5,700,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 6,000,000	\$ 6,000,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State								\$ 0
Federal								\$ 0
Other Revenue							\$ 6,000,000	\$ 6,000,000
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 6,000,000	\$ 6,000,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Taft Avenue Extension  
**Department:** Public Services  
**Budget Code:**  
**Justification:** Other  
**Start Date (FY):** TBD  
**Completion Date (FY):** TBD

**Picture/Map:**



**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

Project would consist of extending Taft Avenue from its current terminus to Valley Avenue.

**Project Objectives/Status:**

Project would provide a much needed east-west street connection in this area and would greatly facilitate the redevelopment of the Wards Plaza area.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning							\$ 500,000	\$ 500,000
Land								\$ 0
Construction							\$ 7,500,000	\$ 7,500,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 8,000,000	\$ 8,000,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State								\$ 0
Federal								\$ 0
Other Revenue							\$ 8,000,000	\$ 8,000,000
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 8,000,000	\$ 8,000,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Featherbed Lane Improvements  
**Department:** Public Services  
**Budget Code:**  
**Justification:** Remove hazards  
**Start Date (FY):** TBD  
**Completion Date (FY):** TBD

**Picture/Map:**



**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

Project would consist of constructing curb & gutter and sidewalks on Featherbed Lane.

**Project Objectives/Status:**

This project would significantly improve safety and drainage on this street.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning							\$ 100,000	\$ 100,000
Land								\$ 0
Construction							\$ 900,000	\$ 900,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,000,000	\$ 1,000,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund							\$ 500,000	\$ 500,000
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State							\$ 500,000	\$ 500,000
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,000,000	\$ 1,000,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Shawnee Drive Improvements  
**Department:** Public Services  
**Budget Code:** \_\_\_\_\_  
**Justification:** Improves existing service  
**Start Date (FY):** TBD  
**Completion Date (FY):** TBD

**Picture/Map:**



**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

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

**Project Objectives/Status:**

This project would significantly improve traffic flow and safety along this corridor.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning							\$ 200,000	\$ 200,000
Land								\$ 0
Construction							\$ 3,800,000	\$ 3,800,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 4,000,000	\$ 4,000,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds							\$ 2,000,000	\$ 2,000,000
Revenue Bonds								\$ 0
State							\$ 2,000,000	\$ 2,000,000
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 4,000,000	\$ 4,000,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Papermill Road Improvements  
**Department:** Public Services  
**Budget Code:**  
**Justification:** Improves existing service  
**Start Date (FY):** TBD  
**Completion Date (FY):** TBD

**Picture/Map:**



**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

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

**Project Objectives/Status:**

This project would significantly improve traffic flow and safety along this corridor.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning							\$ 200,000	\$ 200,000
Land								\$ 0
Construction							\$ 3,800,000	\$ 3,800,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 4,000,000	\$ 4,000,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds							\$ 2,000,000	\$ 2,000,000
Revenue Bonds								\$ 0
State							\$ 2,000,000	\$ 2,000,000
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 4,000,000	\$ 4,000,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Green Circle Trail  
**Department:** Public Services  
**Budget Code:** 312-7111-471-83-12  
**Justification:** Other  
**Start Date (FY):** 2009  
**Completion Date (FY):** 2021

**Picture/Map:**



**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

For FY19, work will consist of design of Phase IV of the project along Jubal Early from Plaza Drive to Millwood Avenue.

**Project Objectives/Status:**

This project has been on 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.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning	\$ 400,000	\$ 200,000	\$ 300,000					\$ 900,000
Land	\$ 50,000		\$ 500,000					\$ 550,000
Construction	\$ 4,700,000			\$ 4,100,000				\$ 8,800,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	<b>\$ 5,150,000</b>	<b>\$ 200,000</b>	<b>\$ 800,000</b>	<b>\$ 4,100,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 10,250,000</b>

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund	\$ 1,350,000	\$ 100,000	\$ 400,000	\$ 500,000				\$ 2,350,000
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State		\$ 100,000	\$ 400,000	\$ 3,600,000				\$ 4,100,000
Federal	\$ 3,800,000							\$ 3,800,000
Other Revenue								\$ 0
<b>Total</b>	<b>\$ 5,150,000</b>	<b>\$ 200,000</b>	<b>\$ 800,000</b>	<b>\$ 4,100,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 10,250,000</b>

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating	\$ 5,000	\$ 5,000	\$ 5,100	\$ 5,200	\$ 5,300	\$ 5,400		\$ 31,000
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,100</b>	<b>\$ 5,200</b>	<b>\$ 5,300</b>	<b>\$ 5,400</b>	<b>\$ 0</b>	<b>\$ 31,000</b>

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Trails at Museum of the Shenandoah Valley  
**Department:** Public Services  
**Budget Code:** 312-7111-471-83-50  
**Justification:** Other  
**Start Date (FY):** 2019  
**Completion Date (FY):** 2020

**Picture/Map:**



**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

Construction of recreational trails on the Museum of the Shenandoah Valley (MSV) property that would connect to the Green Circle Trail and be accessible to the public.

**Project Objectives/Status:**

This project is a cooperative effort between the MSV and City to construct a series of recreational trails that would allow the public to access and enjoy the beautiful MSV property. There will be no City funds used on the project and the MSV will be responsible for all ongoing maintenance costs.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning								\$ 0
Land								\$ 0
Construction		\$ 2,000,000	\$ 768,000					\$ 2,768,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 2,000,000	\$ 768,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 2,768,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State		\$ 750,000	\$ 384,000					\$ 1,134,000
Federal		\$ 250,000						\$ 250,000
Other Revenue		\$ 1,000,000	\$ 384,000					\$ 1,384,000
<b>Total</b>	\$ 0	\$ 2,000,000	\$ 768,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 2,768,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Parks Maintenance Facility  
**Department:** Parks and Recreation  
**Budget Code:** 312-7121-471-82-29  
**Justification:** Improves existing service  
**Start Date (FY):** FY 2018  
**Completion Date (FY):** FY 2019

**Picture/Map:**

**Relationship to Strategic Plan:**

**Project Description:**

To rebuild Parks maintenance structure.

**Project Objectives/Status:**

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.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning	\$ 85,000							\$ 85,000
Land								\$ 0
Construction		\$ 640,000						\$ 640,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	<b>\$ 85,000</b>	<b>\$ 640,000</b>	<b>\$ 0</b>	<b>\$ 725,000</b>				

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds	\$ 85,000	\$ 640,000						\$ 725,000
Revenue Bonds								\$ 0
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	<b>\$ 85,000</b>	<b>\$ 640,000</b>	<b>\$ 0</b>	<b>\$ 725,000</b>				

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating			\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000		\$ 20,000
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 0</b>	<b>\$ 20,000</b>

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Russ Potts Basketball Courts Resurfacing      **Picture/Map:**  
**Department:** Parks and Recreation  
**Budget Code:** 312-37111-471-83-59  
**Justification:** Improves existing service  
**Start Date (FY):** FY 2019  
**Completion Date (FY):** FY 2019

**Relationship to Strategic Plan:**

Goal 3 - 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.

**Project Description:**

Russ Potts basketball courts resurfacing.

**Project Objectives/Status:**

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 proposal includes a sealant product that comes with a 10 year warranty with matching maintenance agreement. The maintenance agreement would be for 10 years escalating at 2.5% each year starting at \$2,500 during FY19.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning								\$ 0
Land								\$ 0
Construction		\$ 40,000						\$ 40,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 40,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 40,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund		\$ 40,000						\$ 40,000
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 40,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 40,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating		\$ 2,500	\$ 2,563	\$ 2,627	\$ 2,692	\$ 2,760	\$ 14,868	\$ 28,010
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 2,500	\$ 2,563	\$ 2,627	\$ 2,692	\$ 2,760	\$ 14,868	\$ 28,010

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Lowery Tennis Courts Resurfacing **Picture/Map:**  
**Department:** Parks and Recreation  
**Budget Code:** 312-37111-471-83-59  
**Justification:** Improves existing service  
**Start Date (FY):** FY 2019  
**Completion Date (FY):** FY 2019

**Relationship to Strategic Plan:**

Goal 3 - 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.

**Project Description:**

Lowery Tennis courts resurfacing.

**Project Objectives/Status:**

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. Since that time, a new sealant product was introduced that comes with a 10 year warranty with matching maintenance agreement. The maintenance agreement would be for 10 years escalating at 2.5% each year starting at \$6,700 during FY20. This would eliminate the need to completely rebuild the tennis courts. The courts are utilized heavily by the public, Shenandoah University and Handley High School.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning								\$ 0
Land								\$ 0
Construction		\$ 100,000						\$ 100,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 100,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund		\$ 100,000						\$ 100,000
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 100,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating			\$ 6,700	\$ 6,868	\$ 7,039	\$ 7,215	\$ 47,241	\$ 75,063
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 6,700	\$ 6,868	\$ 7,039	\$ 7,215	\$ 47,241	\$ 75,063

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Enclosing Courtyard Area **Picture/Map:** \_\_\_\_\_  
**Department:** Parks & Recreation  
**Budget Code:** 312-7111-471-83-30  
**Justification:** Improves existing service  
**Start Date (FY):** FY 2020  
**Completion Date (FY):** FY 2020

**Relationship to Strategic Plan:**

Strategic Plan Goals 3 & 4 - Parks & Recreation have maximized the available space for rentals and programming. In order to encourage growth and promote partnerships and enhance quality of life within the community additional programming rental space is needed.

**Project Description:**

This is an initial phase of a project to increase available space for rentals and programming but engaging engineering and design services to evaluate the potential of enclosing the courtyard area between the War Memorial Building and the Active Living Center Gym so as to create additional space and meet community needs.

**Project Objectives/Status:**

Determine Feasibility of Enclosing Courtyard Area  
 Create conceptual design based on feasibility review  
 Create cost estimate to enclose area  
 Determine value of moving forward with enclosing area or considering other options

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning			\$50,000					\$ 50,000
Land								\$ 0
Construction								\$ 0
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 50,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund			\$ 50,000					\$ 50,000
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 50,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Playground Surface Replacement **Picture/Map:**  
**Department:** Parks and Recreation  
**Budget Code:** 312-37111-471-83-65  
**Justification:** Improves existing service  
**Start Date (FY):** FY 2021  
**Completion Date (FY):** FY 2021

**Relationship to Strategic Plan:**

Goal 3 & 4 - Improves quality of services by ensuring safety of children utilizing Children's Dream playground and promotes recreation and efficiency of services.

**Project Description:**

Replacement of cushioned surface under and around playground equipment located at the Children's Dream Playground in Jim Barnett Park at Christianson Familyland.

**Project Objectives/Status:**

Provides cushioned surface under and around playground equipment to meet guidelines for playground surfaces as established by Consumer Product Safety Commission.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning								\$ 0
Land								\$ 0
Construction				\$ 50,000				\$ 50,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 50,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund				\$ 50,000				\$ 50,000
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 50,000	\$ 0	\$ 0	\$ 0	\$ 50,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Parks Water Distribution System **Picture/Map:**  
**Department:** Parks & Recreation  
**Budget Code:** 312-7111-471-83-49  
**Justification:** Remove hazards  
**Start Date (FY):** FY 2021  
**Completion Date (FY):** FY 2023

**Relationship to Strategic Plan:**

Strategic Plan Goals 3 & 4 -

**Project Description:**

Replacement of aging infrastructure within Jim Barnett Park and Create Infrastructure to provide a sufficient and dependable water distribution system.

**Project Objectives/Status:**

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

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning								\$ 0
Land								\$ 0
Construction				\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,000,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,000,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund				\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 500,000
Utilities Fund				\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 500,000
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,000,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Equipment Maintenance Garage Improvement **Picture/Map:** \_\_\_\_\_  
**Department:** Public Services  
**Budget Code:** \_\_\_\_\_  
**Justification:** Maintains existing service  
**Start Date (FY):** 2018  
**Completion Date (FY):** 2020

**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

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

**Project Objectives/Status:**

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

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning	\$ 50,000							\$ 50,000
Land								\$ 0
Construction			\$ 1,000,000					\$ 1,000,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	<b>\$ 50,000</b>	<b>\$ 0</b>	<b>\$ 1,000,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,050,000</b>

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund	\$ 5,000		\$ 100,000					\$ 105,000
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State	\$ 5,000		\$ 100,000					\$ 105,000
Federal	\$ 40,000		\$ 800,000					\$ 840,000
Other Revenue								\$ 0
<b>Total</b>	<b>\$ 50,000</b>	<b>\$ 0</b>	<b>\$ 1,000,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 1,050,000</b>

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>						

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Douglass Community Learning Center  
**Department:** Winchester Public Schools  
**Budget Code:** \_\_\_\_\_  
**Justification:** New service  
**Start Date (FY):** 2018  
**Completion Date (FY):** 2021



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

**Project Description:**  
 Complete renovation of the Douglass Community Learning Center to convert it to central office.

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

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning	\$ 200,000	\$ 250,000						\$ 450,000
Land								\$ 0
Construction			\$ 4,250,000	\$ 3,300,000				\$ 7,550,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	<b>\$ 200,000</b>	<b>\$ 250,000</b>	<b>\$ 4,250,000</b>	<b>\$ 3,300,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 8,000,000</b>

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund								\$ 0
School Fund		\$ 250,000						\$ 250,000
GO Bonds	\$ 200,000		\$ 4,250,000	\$ 3,300,000				\$ 7,750,000
Revenue Bonds								\$ 0
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	<b>\$ 200,000</b>	<b>\$ 250,000</b>	<b>\$ 4,250,000</b>	<b>\$ 3,300,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 8,000,000</b>

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>						

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

Project Title: Innovation Center  
 Department: Winchester Public Schools  
 Budget Code:  
 Justification: New service  
 Start Date (FY): 2019  
 Completion Date (FY): 2021



**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

Renovation to Innovation Center.

**Project Objectives/Status:**

Convert the former elementary school into an Innovation Center which will serve John Handley High School and the community.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning		\$ 250,000						\$ 250,000
Land								\$ 0
Construction			\$ 5,900,000	\$ 6,850,000				\$ 12,750,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 250,000	\$ 5,900,000	\$ 6,850,000	\$ 0	\$ 0	\$ 0	\$ 13,000,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund								\$ 0
School Fund		\$ 250,000						\$ 250,000
GO Bonds			\$ 4,250,000	\$ 5,200,000				\$ 9,450,000
Revenue Bonds								\$ 0
State								\$ 0
Federal								\$ 0
Other Revenue			\$ 1,650,000	\$ 1,650,000				\$ 3,300,000
<b>Total</b>	\$ 0	\$ 250,000	\$ 5,900,000	\$ 6,850,000	\$ 0	\$ 0	\$ 0	\$ 13,000,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Security Vestibules at School Entrances  
**Department:** Winchester Public Schools  
**Budget Code:** \_\_\_\_\_  
**Justification:** Other  
**Start Date (FY):** 2018  
**Completion Date (FY):** 2020



**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

Modern school design prescribes building entrances which limit access to school buildings by directing visitors to the receptionist who verifies identify and purpose.

**Project Objectives/Status:**

The lack of security vestibules was the major finding of School Safety Audit committee during the 2014 site reviews.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning								\$ 0
Land								\$ 0
Construction	\$ 225,000	\$ 100,000	\$ 100,000					\$ 425,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	<b>\$ 225,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 425,000</b>

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund								\$ 0
School Fund	\$ 225,000	\$ 100,000	\$ 100,000					\$ 425,000
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	<b>\$ 225,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 425,000</b>

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>						

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** School Bus Replacement  
**Department:** Winchester Public Schools  
**Budget Code:** \_\_\_\_\_  
**Justification:** Improves existing service  
**Start Date (FY):** 2018  
**Completion Date (FY):** Ongoing



**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

This project allows for continuing bus replacement cycle.

**Project Objectives/Status:**

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning								\$ 0
Land								\$ 0
Construction								\$ 0
Equipment	\$ 330,000	\$ 300,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 1,600,000	\$ 3,830,000
Other Expenses								\$ 0
<b>Total</b>	<b>\$ 330,000</b>	<b>\$ 300,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 1,600,000</b>	<b>\$ 3,830,000</b>

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund								\$ 0
School Fund	\$ 330,000	\$ 300,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 1,600,000	\$ 3,830,000
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	<b>\$ 330,000</b>	<b>\$ 300,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 1,600,000</b>	<b>\$ 3,830,000</b>

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>						

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** JHHS Synthetic Turf Replacement  
**Department:** Winchester Public Schools  
**Budget Code:** \_\_\_\_\_  
**Justification:** Improves existing service  
**Start Date (FY):** Future  
**Completion Date (FY):** Future



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

**Project Description:**  
 Replacement of synthetic turf at John Handley High School.

**Project Objectives/Status:**

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning								\$ 0
Land								\$ 0
Construction							\$ 750,000	\$ 750,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 750,000	\$ 750,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund								\$ 0
School Fund							\$ 750,000	\$ 750,000
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 750,000	\$ 750,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** VACDES Roof Replacement  
**Department:** Winchester Public Schools  
**Budget Code:** \_\_\_\_\_  
**Justification:** Maintains existing service  
**Start Date (FY):** Future  
**Completion Date (FY):** Future



**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

Replacement of shingle roof of Virginia Avenue Charlotte DeHart Elementary school.

**Project Objectives/Status:**

VACDES constructed in mid 1990's has section of shingled, pitched roofs which will reach their useful life in this time period.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning								\$ 0
Land								\$ 0
Construction							\$ 850,000	\$ 850,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 850,000	\$ 850,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund								\$ 0
School Fund							\$ 850,000	\$ 850,000
GO Bonds								\$ 0
Revenue Bonds								\$ 0
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 850,000	\$ 850,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** School FDES Expansion and Renovations  
**Department:** Winchester Public Schools  
**Budget Code:** \_\_\_\_\_  
**Justification:** Improves existing service  
**Start Date (FY):** Future  
**Completion Date (FY):** Future



**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

Replacement of mechanical, electrical and plumbing systems

**Project Objectives/Status:**

The MEP systems at Frederick Douglass Elementary will be 30 years old in 2020.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning								\$ 0
Land								\$ 0
Construction							\$ 3,500,000	\$ 3,500,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 3,500,000	\$ 3,500,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds							\$ 3,500,000	\$ 3,500,000
Revenue Bonds								\$ 0
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 3,500,000	\$ 3,500,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Water and Sewer Main Replacements **Picture/Map:** \_\_\_\_\_  
**Department:** Public Services  
**Budget Code:** 535-4802-448-86-28  
**Justification:** Maintains existing service  
**Start Date (FY):** 2019  
**Completion Date (FY):** Ongoing

**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

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

**Project Objectives/Status:**

The City operates a very old water distribution and sanitary 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.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning								\$ 0
Land								\$ 0
Construction		\$ 5,000,000	\$ 5,000,000	\$ 3,000,000	\$ 3,000,000	\$ 4,000,000	\$ 150,000,000	\$ 170,000,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 5,000,000	\$ 5,000,000	\$ 3,000,000	\$ 3,000,000	\$ 4,000,000	\$ 150,000,000	\$ 170,000,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund						\$ 4,000,000	\$ 150,000,000	\$ 154,000,000
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds		\$ 5,000,000	\$ 5,000,000	\$ 3,000,000	\$ 3,000,000			\$ 16,000,000
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 5,000,000	\$ 5,000,000	\$ 3,000,000	\$ 3,000,000	\$ 4,000,000	\$ 150,000,000	\$ 170,000,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service				\$ 750,000	\$ 750,000	\$ 1,200,000	\$ 1,200,000	\$ 3,900,000
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 750,000	\$ 750,000	\$ 1,200,000	\$ 1,200,000	\$ 3,900,000

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Water Meters/Sidewalk Replacements **Picture/Map:**  
**Department:** Public Services  
**Budget Code:** 535-4803-448-86-04  
**Justification:** Improves existing service  
**Start Date (FY):** 2019  
**Completion Date (FY):** 2022

**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

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

**Project Objectives/Status:**

The majority of the small water meters are over 20 years old and need to be replaced. New meters are necessary to ensure the accuracy of the readings used to bill all water customers. In addition, being able to utilize radio signals to read the meters will significantly improve the efficiency of operations.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning								\$ 0
Land								\$ 0
Construction		\$ 5,000,000	\$ 4,000,000	\$ 4,000,000	\$ 3,000,000			\$ 16,000,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 5,000,000	\$ 4,000,000	\$ 4,000,000	\$ 3,000,000	\$ 0	\$ 0	\$ 16,000,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds		\$ 5,000,000	\$ 4,000,000	\$ 4,000,000	\$ 3,000,000			\$ 16,000,000
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 5,000,000	\$ 4,000,000	\$ 4,000,000	\$ 3,000,000	\$ 0	\$ 0	\$ 16,000,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service				\$ 675,000	\$ 675,000	\$ 1,200,000	\$ 1,200,000	\$ 3,750,000
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 675,000	\$ 675,000	\$ 1,200,000	\$ 1,200,000	\$ 3,750,000

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** New Maintenance Facility **Picture/Map:**  
**Department:** Public Services  
**Budget Code:** 535-4801-448-83-38  
**Justification:** Increased efficiency  
**Start Date (FY):** 2018  
**Completion Date (FY):** 2020

**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

Project will consist of constructing a new maintenance facility at City Yards.

**Project Objectives/Status:**

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

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning		\$ 100,000						\$ 100,000
Land								\$ 0
Construction		\$ 3,900,000	\$ 5,000,000					\$ 8,900,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 4,000,000	\$ 5,000,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 9,000,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds		\$ 4,000,000	\$ 5,000,000					\$ 9,000,000
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 4,000,000	\$ 5,000,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 9,000,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service				\$ 675,000	\$ 675,000	\$ 675,000	\$ 675,000	\$ 2,700,000
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 675,000	\$ 675,000	\$ 675,000	\$ 675,000	\$ 2,700,000

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Water Storage Tank Replacement **Picture/Map:** \_\_\_\_\_  
**Department:** Public Services  
**Budget Code:** \_\_\_\_\_  
**Justification:** Other  
**Start Date (FY):** 2018  
**Completion Date (FY):** 2019

**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

This project consists of replacing the existing 3 million gallon water storage tank on Strothers Lane (behind National Fruit) that is over 50 years old with a new 3 million gallon tank at a higher elevation.

**Project Objectives/Status:**

In addition to the existing tank being old and needing to be replaced, it was not constructed at the proper elevation which results in low pressure issues on the north end of the City. This new tank will help improve and maintain pressures in that area.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning	\$ 100,000	\$ 100,000						\$ 200,000
Land								\$ 0
Construction		\$ 2,400,000						\$ 2,400,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	<b>\$ 100,000</b>	<b>\$ 2,500,000</b>	<b>\$ 0</b>	<b>\$ 2,600,000</b>				

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund	\$ 100,000							\$ 100,000
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds		\$ 2,500,000						\$ 2,500,000
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	<b>\$ 100,000</b>	<b>\$ 2,500,000</b>	<b>\$ 0</b>	<b>\$ 2,600,000</b>				

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service				\$ 187,500	\$ 187,500	\$ 187,500	\$ 187,500	\$ 750,000
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 187,500</b>	<b>\$ 187,500</b>	<b>\$ 187,500</b>	<b>\$ 187,500</b>	<b>\$ 750,000</b>

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Water Treatment Plant Improvements **Picture/Map:**  
**Department:** Public Services  
**Budget Code:** 535-4802-448-83-41  
**Justification:** Maintains existing service  
**Start Date (FY):** 2018  
**Completion Date (FY):** 2019

**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

This project consists of making multiple improvements at the water treatment plant complex that is located south of Middletown. Specific improvements include replacement of the backup generator for the raw water pump station, repairs to the dam and sidewalls at the water intake on the North Fork of the Shenandoah River, and structural repairs and a roof replacement at the main filter building.

**Project Objectives/Status:**

This project is necessary to ensure that the City can divert, treat, and pump treated water to all its customers.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning	\$ 200,000	\$ 150,000						\$ 350,000
Land								\$ 0
Construction		\$ 3,850,000						\$ 3,850,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	<b>\$ 200,000</b>	<b>\$ 4,000,000</b>	<b>\$ 0</b>	<b>\$ 4,200,000</b>				

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund	\$ 200,000							\$ 200,000
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds		\$ 4,000,000						\$ 4,000,000
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	<b>\$ 200,000</b>	<b>\$ 4,000,000</b>	<b>\$ 0</b>	<b>\$ 4,200,000</b>				

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service				\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,200,000
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 1,200,000</b>

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Water Pump Station Improvements **Picture/Map:**  
**Department:** Public Services  
**Budget Code:** 535-4802-448-86-30  
**Justification:** Improves existing service  
**Start Date (FY):** 2019  
**Completion Date (FY):** 2021

**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

This project consists of upgrading the existing Tennyson booster pump station to make it more reliable. This pump station pumps water to the western portion of the City.

**Project Objectives/Status:**

This project will allow the Jefferson pump station that is very old to be decommissioned. Currently, both the Jefferson pump station and Tennyson pump station are alternately operated. Only one pump station is needed and by adding backup power and pumps at the newer Tennyson station, the Jefferson pump station can be removed from service which will lower operational costs.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning		\$ 50,000	\$ 50,000					\$ 100,000
Land								\$ 0
Construction				\$ 1,500,000				\$ 1,500,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 50,000	\$ 50,000	\$ 1,500,000	\$ 0	\$ 0	\$ 0	\$ 1,600,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund		\$ 50,000	\$ 50,000					\$ 100,000
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds				\$ 1,500,000				\$ 1,500,000
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 50,000	\$ 50,000	\$ 1,500,000	\$ 0	\$ 0	\$ 0	\$ 1,600,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service						\$ 112,500	\$ 112,500	\$ 225,000
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 112,500	\$ 112,500	\$ 225,000

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Sewer Pump Station Replacements **Picture/Map:**  
**Department:** Public Services  
**Budget Code:** 535-4805-448-86-13  
**Justification:** Improves existing service  
**Start Date (FY):** 2018  
**Completion Date (FY):** 2025

**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

Projects will consist of replacement of existing sewage pump stations that are all 20+ years old and need to be replaced.

**Project Objectives/Status:**

The City operates nine sewage pump stations. These pump station are at or beyond their expected useful life and need to be replaced to ensure continuous service in the future. All of the replacements will include the addition of a backup power generator.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning	\$ 150,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 950,000
Land								\$ 0
Construction		\$ 1,900,000	\$ 900,000	\$ 1,800,000	\$ 900,000	\$ 900,000	\$ 1,800,000	\$ 8,200,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	<b>\$ 150,000</b>	<b>\$ 2,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 9,150,000</b>

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund	\$ 150,000					\$ 1,000,000	\$ 2,000,000	\$ 3,150,000
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds		\$ 2,000,000	\$ 1,000,000	\$ 2,000,000	\$ 1,000,000			\$ 6,000,000
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	<b>\$ 150,000</b>	<b>\$ 2,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 9,150,000</b>

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service				\$ 225,000	\$ 225,000	\$ 450,000	\$ 450,000	\$ 1,350,000
<b>Total</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 225,000</b>	<b>\$ 225,000</b>	<b>\$ 450,000</b>	<b>\$ 450,000</b>	<b>\$ 1,350,000</b>

# Five-Year Capital Improvement Plan



## FIVE-YEAR CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2019 - 2023 Project Request Form

**Project Title:** Water Treatment Plant Expansion **Picture/Map:**  
**Department:** Public Services  
**Budget Code:**  
**Justification:** Increased revenues  
**Start Date (FY):** TBD  
**Completion Date (FY):** TBD

**Relationship to Strategic Plan:**

Goal 3: Enhance the quality of life for all Winchester residents

**Project Description:**

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

**Project Objectives/Status:**

This project is necessary to meet future water demands due to growth.

Cost Estimate:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Planning							\$ 2,000,000	\$ 2,000,000
Land								\$ 0
Construction							\$ 18,000,000	\$ 18,000,000
Equipment								\$ 0
Other Expenses								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 20,000,000	\$ 20,000,000

Funding Sources:	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
General Fund								\$ 0
Utilities Fund								\$ 0
School Fund								\$ 0
GO Bonds								\$ 0
Revenue Bonds							\$ 20,000,000	\$ 20,000,000
State								\$ 0
Federal								\$ 0
Other Revenue								\$ 0
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 20,000,000	\$ 20,000,000

Operating Impacts	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Future Years	Project Total
Revenue (-)								\$ 0
Personnel								\$ 0
Operating								\$ 0
Capital								\$ 0
Debt Service							\$ 1,500,000	\$ 1,500,000
<b>Total</b>	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,500,000	\$ 1,500,000

# Winchester Virginia

## EQUIPMENT REPLACEMENT PLAN FY 2019 – FY 2023



## 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 2019 – FY 2023

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.

## Five-Year Equipment Replacement Plan

### Vehicle and Equipment Replacement Criteria

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

# Five-Year Equipment Replacement Plan

## City of Winchester Equipment Replacement Plan FY 2019 - FY 2023

### DEPARTMENT SUMMARY

Department	2019	2020	2021	2022	2023	Total
Information Technology	-	28,000	-	-	-	28,000
Sheriff	32,500	65,500	71,000	66,000	33,000	268,000
Police	250,000	250,000	255,000	260,000	265,000	1,280,000
Fire	-	390,000	650,000	-	-	1,040,000
Zoning & Inspections	-	-	25,000	25,000	-	50,000
Emergency Management	165,000	-	-	-	-	165,000
Facilities Maintenance	45,000	-	-	-	-	45,000
Refuse	-	200,000	-	205,000	-	405,000
Highway Maintenance	130,000	190,000	435,000	100,000	185,000	1,040,000
Parks & Recreation	-	8,000	40,300	23,600	20,100	92,000
Social Services	20,000	20,000	20,000	25,000	20,000	105,000
Transit	-	40,000	340,000	490,000	-	870,000
Winc Parking Authority	40,000	-	-	-	-	40,000
Equipment Fund	-	85,000	-	-	-	85,000
Public Services	699,000	-	-	-	150,000	849,000
<b>Grand Total</b>	<b>1,381,500</b>	<b>1,276,500</b>	<b>1,836,300</b>	<b>1,194,600</b>	<b>673,100</b>	<b>6,362,000</b>

# Five-Year Equipment Replacement Plan

## City of Winchester Equipment Replacement Plan 2019 - 2023 *Equipment by Year*

Department	Requested	New Equipment	Cost/Funding Source		
			General Fund	Other	Total
<b><u>2019</u></b>					
Sheriff	Sheriff Vehicle (1)	Sheriff Vehicle (1)	32,500	-	32,500
Police	Police Vehicles (7)	Police Vehicles (7)	250,000	-	250,000
Emergency Management	Additional Radios	Additional Radios	165,000	-	165,000
Facilities Maintenance		Pickup Truck	45,000	-	45,000
Social Services	Vehicle	Sedan/Small SUV	-	20,000	20,000
Highway Maint - Traffic	Bucket Truck (1)	Bucket Truck (1)	130,000	-	130,000
Winchester Parking Auth	Sweeper	Sweeper	-	40,000	40,000
Public Services			-	699,000	699,000
<b>Total for 2019</b>			<b>622,500</b>	<b>759,000</b>	<b>1,381,500</b>
<b><u>2020</u></b>					
Information Technology	1997 GMC Jimmy	Small SUV	28,000	-	28,000
Sheriff	2007 Impala	Sedan	32,500	-	32,500
Sheriff	2013 Ford	Sedan	33,000	-	33,000
Police	Police Vehicles (7)	Police Vehicles (7)	250,000	-	250,000
Fire & Rescue	2006 International 4300	International	300,000	-	300,000
Fire & Rescue	2010 Ford SUV	4x4 SUV	45,000	-	45,000
Fire & Rescue	2010 Ford SUV	4x4 SUV	45,000	-	45,000
Refuse	2003 Refuse Truck	Refuse Truck	200,000	-	200,000
Highway Maint - Trees	2004 Pickup	Small Pickup	30,000	-	30,000
Highway Maint - Traffic	2004 Pickup	Small Pickup	30,000	-	30,000
Highway Maint - Streets	1999 GMC Dump Truck	Dump Truck	130,000	-	130,000
Parks & Recreation	Zero Turn Mower #2	Zero Turn Mower	8,000	-	8,000
Social Services	2008 Ford Fusion	Sedan	-	20,000	20,000
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
<b>Total for 2020</b>			<b>1,135,500</b>	<b>141,000</b>	<b>1,276,500</b>
<b><u>2021</u></b>					
Sheriff	2007 Tahoe	SUV	38,000	-	38,000
Sheriff	2010 Ford	Sedan	33,000	-	33,000
Police	Police Vehicles (7)	Police Vehicles (7)	255,000	-	255,000
Fire & Rescue	1990 International 4900	International 4900	600,000	-	600,000
Fire & Rescue	2014 Chevy Tahoe	4x4 SUV	-	50,000	50,000
Inspections	2008 Chevy Colorado	Light Truck	25,000	-	25,000
Parks & Recreation	2007 GMC 2500	Pickup Truck	24,300	-	24,300

# Five-Year Equipment Replacement Plan

Department	Requested	New Equipment	Cost/Funding Source		
			General Fund	Other	Total
<b><u>2021 - continued</u></b>					
Parks & Recreation	Zero Turn Mowers #4	Zero Turn Mower	8,000	-	8,000
Parks & Recreation	Zero Turn Mower #5	Zero Turn Mower	8,000	-	8,000
Highway Maint - Streets	2002 Dump Truck	Dump Truck	135,000	-	135,000
Highway Maint - Streets	Street Sweeper	Street Sweeper	180,000	-	180,000
Highway Maint - Traffic	Bucket Truck	Bucket Truck	120,000	-	120,000
Social Services	2011 Chevy Impala	Sedan	-	20,000	20,000
Transit	2015 Transit Buses (2)	Transit Buses (2)	34,000	306,000	340,000
<b>Total for 2021</b>			<b>1,460,300</b>	<b>376,000</b>	<b>1,836,300</b>
 <b><u>2022</u></b>					
Sheriff	2016 Ford SUV	Sedan	33,000	-	33,000
Sheriff	2014 Ford	Sedan	33,000	-	33,000
Police	Police Vehicles (6)	Police Vehicles (6)	260,000	-	260,000
Inspections	2011 Ford Ranger	Light Pickup Truck	25,000	-	25,000
Refuse	Refuse Truck	Refuse Truck	205,000	-	205,000
Parks & Recreation	2010 Dodge Caliber	Sedan	23,600	-	23,600
Highway Maint - Streets	2003 GMC Truck	Truck with Dump	60,000	-	60,000
Highway Maint - Streets	2003 GMC 4x4 Pickup	One Ton Pickup	40,000	-	40,000
Social Services	2012 Ford Escape	Small SUV	-	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
<b>Total for 2022</b>			<b>728,600</b>	<b>466,000</b>	<b>1,194,600</b>
 <b><u>2023</u></b>					
Sheriff	2011 Impala	Sedan	33,000	-	33,000
Police	Police Vehicles (6)	Police Vehicles (6)	265,000	-	265,000
Highway Maint - Streets	Dump Truck	Dump Truck	140,000	-	140,000
Highway Maint - Streets	2008 Ford F550	Pickup	45,000	-	45,000
Parks & Recreation	1998 F-150	4x4 Pickup Truck	20,100	-	20,100
Social Services	2012 Chevy Impala	Sedan	-	20,000	20,000
Public Services			-	150,000	150,000
<b>Total for 2023</b>			<b>503,100</b>	<b>170,000</b>	<b>673,100</b>
<b>Grand Total</b>			<b>4,586,500</b>	<b>1,912,000</b>	<b>6,362,000</b>

# Five-Year Equipment Replacement Plan

## City of Winchester Equipment by Department FY 2019 - FY 2023

Department	2019	2020	2021	2022	2023	Total
<b><u>Information Technology</u></b>						
Small SUV	-	28,000	-	-	-	28,000
<b>Total Sheriff</b>	<b>-</b>	<b>28,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>28,000</b>
<b><u>Sheriff</u></b>						
Marked Vehicles	32,500	65,500	71,000	66,000	33,000	268,000
<b>Total Sheriff</b>	<b>32,500</b>	<b>65,500</b>	<b>71,000</b>	<b>66,000</b>	<b>33,000</b>	<b>268,000</b>
<b><u>Police</u></b>						
Marked Patrol Vehicles	250,000	250,000	255,000	260,000	265,000	1,280,000
<b>Total Police</b>	<b>250,000</b>	<b>250,000</b>	<b>255,000</b>	<b>260,000</b>	<b>265,000</b>	<b>1,280,000</b>
<b><u>Fire</u></b>						
Marked Vehicles	-	90,000	50,000	-	-	140,000
Reserve Engine	-	300,000	-	-	-	300,000
HazMat Vehicle	-	-	600,000	-	-	600,000
<b>Total Fire</b>	<b>-</b>	<b>390,000</b>	<b>650,000</b>	<b>-</b>	<b>-</b>	<b>1,040,000</b>
<b><u>Emergency Management</u></b>						
Radios	165,000	-	-	-	-	165,000
<b>Total Emergency Management</b>	<b>165,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>165,000</b>
<b><u>Zoning &amp; Inspections</u></b>						
Light Pickup Truck	-	-	25,000	25,000	-	50,000
<b>Total Zoning &amp; Inspections</b>	<b>-</b>	<b>-</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>	<b>50,000</b>
<b><u>Facilities Maintenance</u></b>						
Pickup Truck	45,000	-	-	-	-	45,000
<b>Total Facilities Maintenance</b>	<b>45,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45,000</b>
<b><u>Public Works/Refuse</u></b>						
Refuse/Recycling Truck	-	200,000	-	205,000	-	405,000
<b>Total Refuse</b>	<b>-</b>	<b>200,000</b>	<b>-</b>	<b>205,000</b>	<b>-</b>	<b>405,000</b>
<b><u>Public Works/Highway Maintenance</u></b>						
Dump Trucks	-	130,000	135,000	60,000	140,000	465,000
Pickup Trucks	-	60,000	-	40,000	45,000	145,000
Sweeper	-	-	180,000	-	-	180,000
Bucket Truck	130,000	-	120,000	-	-	250,000
<b>Total Highway Maintenance</b>	<b>130,000</b>	<b>190,000</b>	<b>435,000</b>	<b>100,000</b>	<b>185,000</b>	<b>1,040,000</b>

# Five-Year Equipment Replacement Plan

## City of Winchester Equipment by Department FY 2019 - FY 2023

Department	2019	2020	2021	2022	2023	Total
<b><u>Parks &amp; Recreation</u></b>						
Vehicles	-	-	24,300	23,600	20,100	68,000
Mower	-	8,000	16,000	-	-	24,000
<b>Total Parks &amp; Recreation</b>	<b>-</b>	<b>8,000</b>	<b>40,300</b>	<b>23,600</b>	<b>20,100</b>	<b>92,000</b>
<b><u>Social Services</u></b>						
Vehicles	20,000	20,000	20,000	25,000	20,000	105,000
<b>Total Social Services</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>25,000</b>	<b>20,000</b>	<b>105,000</b>
<b><u>Transit</u></b>						
Paratransit Vans	-	-	-	150,000	-	150,000
Transit Bus	-	-	340,000	340,000	-	680,000
Sedan	-	40,000	-	-	-	40,000
<b>Total Transit</b>	<b>-</b>	<b>40,000</b>	<b>340,000</b>	<b>490,000</b>	<b>-</b>	<b>870,000</b>
<b><u>Winchester Parking Authority</u></b>						
Sweeper	40,000	-	-	-	-	40,000
<b>Total WPA</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40,000</b>
<b><u>Equipment Fund</u></b>						
Truck	-	85,000	-	-	-	85,000
<b>Total Equipment</b>	<b>-</b>	<b>85,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>85,000</b>
<b><u>Public Services</u></b>						
Heavy Equipment	699,000	-	-	-	150,000	849,000
<b>Total Public Services</b>	<b>699,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150,000</b>	<b>849,000</b>
<b>Grand Total</b>	<b>1,381,500</b>	<b>1,276,500</b>	<b>1,836,300</b>	<b>1,194,600</b>	<b>673,100</b>	<b>6,362,000</b>

# Information Technology Plan

## Introduction and Background

The Information Technology Plan is a summary of information technology needs in the current fiscal year for City of Winchester. It is intended to alert the Council and citizens of technology needs that are required to maintain the efficiency of city services and the safety of the staff.

The Information Technology Plan's basic premise is scheduled procurement of technology to meet the City's needs. Funds have been designated to upgrade the current Personal Property System to be able to transition to biennial billing from the current monthly billing system. This transition is expected to take three years to complete. Continuing replacement of hardware and upgrading the Emergency Communication Systems to provide for Text-to-911 capabilities.

### FY 2019 INFORMATION TECHNOLOGY PLAN SUMMARY

Projects	Adopted
Commissioner of the Revenue – Personal Property Updates	100,000
Emergency Communications Center - Text-to-911	150,089
Innovation and Information Services - Hardware Replacement	160,000
Police - E-Citation (from designated funds)	50,000
Police - Body Worn Cameras	41,000
<b><i>Subtotal General Fund</i></b>	<b><i>501,089</i></b>
<b>Other Funds</b>	
Tourism - New desktop	1,290
Tourism - MacBook Pro	2,600
Winchester Parking Authority - Stairwell Cameras	30,000
Winchester Parking Authority - Desktop Replacement	3,000
<b><i>Subtotal Other Funds</i></b>	<b><i>36,890</i></b>
<b>Total Adopted ITP</b>	<b>537,979</b>

## Health/Dental Insurance Plans and Rates

### City of Winchester FY 2019 Local Choice Medical Insurance Rates Including Delta Dental & Blue View Vision Coverage

<b>LC Key Advantage 500</b>				
<b>Calendar Year Deductible</b>		\$500 per member \$1,000 per family		
<b>Out-of-pocket maximum</b>		\$4,000 per member \$8,000 per family		
	<b>Monthly Expected Rates</b>	<b>Employer Contribution</b>		<b>Employee Contribution</b>
Employee Only	534.00	508.00		26.00
Employee Plus 1	988.00	827.20		160.80
Employee/Family	1,442.00	987.84		454.16
	<b>Bi-Weekly Expected Rates</b>	<b>Employer Contribution</b>		<b>Employee Contribution</b>
Employee Only	246.46	234.46		12.00
Employee Plus 1	456.00	381.78		74.22
Employee/Family	665.54	455.93		209.61

<b>LC Key Advantage 1000</b>					
<b>Calendar Year Deductible</b>		\$1,000 per member \$2,000 per family			
<b>Out-of-pocket maximum</b>		\$5,000 per member \$10,000 per family			
	<b>Monthly Expected Rates</b>	<b>Employer Contribution</b>	<b>%</b>	<b>Employee Contribution</b>	<b>%</b>
Employee Only	508.00	508.00	100%	-	0%
Employee Plus 1	940.00	827.20	88%	112.80	12%
Employee/Family	1,372.00	987.84	72%	384.16	28%
	<b>Bi-Weekly Expected Rates</b>	<b>Employer Contribution</b>	<b>%</b>	<b>Employee Contribution</b>	<b>%</b>
Employee Only	234.46	234.46	100%	-	0%
Employee Plus 1	433.85	381.78	88%	52.07	12%
Employee/Family	633.23	455.93	72%	177.30	28%

# Debt Policy

## Summary of Outstanding Debt

As of June 30, 2018

ISSUE	PURPOSE	AMOUNT ISSUED	ISSUE DATE	MATURITY DATE	BALANCE CITY/SCH	BALANCE UTILITIES
<b><u>General Obligation Debt</u></b>						
Public Improvement Bond Series 1999A	Finance public safety facility, library renovations, and water projects	10,000,000	6/16/1999	6/3/2019	377,360	377,360
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	20,894,630	3,460,370
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	21,174,085	5,140,915
Public Improvement Bond Series 2013	Finance General fund projects and schools capital projects	24,265,000	10/30/2013	9/1/2033	5,120,000	
Public Improvement Bond Series 2014	Finance General fund projects and schools capital projects	14,685,000	10/30/2014	9/1/2037	6,825,200	1,549,800
Public Improvement Bond Series 2015	Finance General fund projects and schools capital projects	7,075,000	10/28/2015	5/1/2035	6,475,000	
Public Improvement Bond Series 2016	Finance General fund projects and schools capital projects	7,400,000	8/1/2016	8/1/2037	7,300,000	
Public Improvement and Refunding Bond Series 2017	Finance General fund projects and schools capital projects	16,660,000	7/18/2017	9/1/2033	16,660,000	
<b><u>Revenue Bonds</u></b>						
Revenue bonds-VRA Series 2008	Utilities Capital Projects	12,100,000	11/21/2008	10/1/2028		585,000
Revenue bonds- VRA Series 2009A	Utilities Capital Projects	11,820,000	6/1/2009	10/1/2029		1,085,000
Revenue bonds- VRA Series 2009B	Utilities Capital Projects	12,295,000	11/1/2009	10/2/2029		8,810,000

# Debt Policy

## Summary of Outstanding Debt

As of June 30, 2018

ISSUE	PURPOSE	AMOUNT ISSUED	ISSUE DATE	MATURITY DATE	BALANCE CITY/SCH	BALANCE UTILITIES
<b><u>Revenue Bonds- continued</u></b>						
Revenue bonds- VRA Series 2010C	Utilities Capital Projects	12,165,000	11/1/2010	10/1/2031		9,340,000
Revenue bonds- VRA Series 2011A	Utilities Capital Projects	1,500,000	10/25/2011	9/1/2042		1,329,246
Revenue bonds- VRA Series 2011B	Utilities Capital Projects	19,470,000	10/16/2011	10/1/2032		3,210,000
Revenue bonds- VRA Series 2015A	Utilities Capital Projects	14,810,000	4/28/2015	4/1/2030		14,690,000
Revenue bonds- VRA Series 2017A	Utilities Capital Projects	13,115,000	4/28/2017	4/1/2033		13,060,000
Revenue bonds- VRA Series 2018A	Utilities Capital Projects	13,115,000	4/28/2017	4/1/2033		37,725,000
FWSA Opequon Water Facility Obligations	Obligations Payable- FWSA	55,954,557	4/1/2004	10/1/2042		36,474,140
<b>Total - All Outstanding Bonds</b>		<b><u>331,379,557</u></b>			<b><u>84,826,275</u></b>	<b><u>136,836,831</u></b>

### Legal Debt Margin Information Last Five Fiscal Years

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Debt Limit	282,603,133	283,454,957	298,175,246	299,572,546	300,004,355
Total Net Debt Applicable to Limit	107,467,343	114,224,636	106,210,407	105,885,838	104,449,458
Legal Debt Margin	<u>175,135,790</u>	<u>169,230,321</u>	<u>191,964,839</u>	<u>193,686,708</u>	<u>195,554,897</u>
Total Net Debt Applicable to Limit as a % of Debt Limit	38.03%	40.30%	35.62%	35.35%	34.82%

# Debt Policy

## 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	
2019	2,194,483	793,499	2,987,982	5,194,418	2,489,385	7,683,803	10,671,785
2020	1,995,077	704,653	2,699,730	5,746,525	2,217,027	7,963,553	10,663,283
2021	1,847,774	638,188	2,485,962	5,955,896	1,970,760	7,926,657	10,412,619
2022	1,915,075	574,067	2,489,142	6,181,568	1,734,510	7,916,078	10,405,219
2023	1,508,437	513,864	2,022,301	6,544,697	1,479,539	8,024,237	10,046,538
2024	1,558,599	456,459	2,015,058	6,354,601	1,214,512	7,569,113	9,584,171
2025	1,530,971	398,242	1,929,213	6,118,009	929,593	7,047,602	8,976,815
2026	1,586,501	342,935	1,929,436	5,117,969	662,431	5,780,401	7,709,837
2027	1,148,023	296,870	1,444,893	2,847,652	473,852	3,321,504	4,766,398
2028	1,176,845	260,900	1,437,745	1,578,155	371,891	1,950,046	3,387,791
2029	1,084,726	226,243	1,310,969	1,210,274	309,389	1,519,663	2,830,632
2030	1,108,298	195,323	1,303,621	1,261,702	260,851	1,522,553	2,826,174
2031	1,134,177	161,652	1,295,829	1,320,823	203,820	1,524,643	2,820,472
2032	1,160,057	127,081	1,287,138	1,379,943	144,443	1,524,386	2,811,524
2033	1,197,914	93,439	1,291,352	1,432,086	89,187	1,521,274	2,812,626
2034	1,223,792	58,730	1,282,522	1,491,208	31,724	1,522,932	2,805,454
2035	809,287	31,973	841,260	65,713	1,610	67,323	908,583
2036	420,000	13,462	433,462	-	-	-	433,462
2037	425,000	4,505	429,505	-	-	-	429,505
	<b><u>25,025,034</u></b>	<b><u>5,892,087</u></b>	<b><u>30,917,120</u></b>	<b><u>59,801,241</u></b>	<b><u>14,584,525</u></b>	<b><u>74,385,766</u></b>	<b><u>105,302,887</u></b>

# Debt Policy

## 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	
2019	6,584,345	6,466,429	13,050,774	271,700	247,402	519,102	13,569,876
2020	6,520,865	6,273,968	12,794,833	264,600	253,248	517,848	13,312,681
2021	7,233,305	5,966,838	13,200,143	277,600	243,353	520,953	13,721,096
2022	7,560,816	5,624,156	13,184,972	285,400	233,078	518,478	13,703,450
2023	7,348,011	4,627,180	11,975,191	297,900	222,433	520,333	12,495,524
2024	7,585,823	4,267,019	11,852,842	305,200	211,426	516,626	12,369,468
2025	7,841,142	3,995,084	11,836,226	317,100	200,069	517,169	12,353,395
2026	8,103,458	3,487,103	11,590,560	328,800	188,282	517,082	12,107,642
2027	8,009,688	3,078,664	11,088,352	340,100	176,074	516,174	11,604,526
2028	8,041,324	2,699,138	10,740,463	351,100	163,460	514,560	11,255,023
2029	8,380,824	2,328,241	10,709,065	366,700	150,360	517,060	11,226,125
2030	7,766,785	1,967,808	9,734,593	376,900	136,789	513,689	10,248,282
2031	6,244,497	1,664,563	7,909,060	391,700	122,762	514,462	8,423,522
2032	5,078,724	1,430,991	6,509,715	406,000	108,204	514,204	7,023,919
2033	5,269,828	1,242,570	6,512,399	419,800	93,134	512,934	7,025,333
2034	3,974,873	1,077,897	5,052,770	438,100	77,477	515,577	5,568,347
2035	4,121,080	929,517	5,050,597	450,800	61,254	512,054	5,562,651
2036	4,285,535	766,229	5,051,763	468,000	44,486	512,486	5,564,249
2037	4,451,850	596,986	5,048,836	484,500	27,103	511,603	5,560,439
2038	4,632,526	412,433	5,044,960	500,300	9,131	509,431	5,554,391
2039	4,842,566	209,267	5,051,834				5,051,834
2040	2,774,882	55,621	2,830,502				2,830,502
2041	71,994	4,987	76,980				76,980
2042	74,170	2,811	76,980				76,980
2043	37,920	569	38,489				38,489
	<b><u>136,836,831</u></b>	<b><u>59,176,070</u></b>	<b><u>196,012,901</u></b>	<b><u>7,342,300</u></b>	<b><u>2,969,525</u></b>	<b><u>10,311,825</u></b>	<b><u>206,324,726</u></b>

## CITY OF WINCHESTER DEBT OBLIGATION POLICY

*Adopted December 9, 2003*

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### I. BACKGROUND AND PURPOSE

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

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

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

### II. PLANNING, PERFORMANCE, AND MONITORING

- A. The planning, issuance, and review of outstanding and proposed debt obligations will ensure that compliance with this Policy is maintained.
- B. The City may issue debt obligations for the purpose of acquiring, improving, renovating, or constructing Capital Projects including buildings, machinery, equipment, furniture, and fixtures or other similar longer life assets (i.e., water or sewer capacity, etc.).
- C. Whenever feasible, similar debt obligations will be issued at one time to minimize issuance costs.
- D. The City will annually prepare and adopt a multi-year Capital Improvements Program to identify and establish an orderly plan to meet the City's infrastructure needs with all debt-related projects and the corresponding debt service impact upon the General Funds of the City identified. The City shall discourage any additions to the Program during the course of the year.

- E. As a part of the annual budgeting process, the City shall prepare a report summarizing compliance with this policy and present this report to the City Council for approval.

### III. ISSUANCE GUIDELINES

- A. The City will not use short-term borrowing to finance operating needs, except in instances as described under Revenue Anticipation Notes.
- B. The City shall prepare an analysis of anticipated revenues, the potential tax impact and future operating costs associated with any project proposal for external financing.
- C. The final maturity of any obligation will not exceed the expected useful life of the assets or project for which the obligation is issued.
- D. Prior to the issuance of any form of debt, the City will ensure that the issuance of such debt will not result in the non-compliance with this Policy.
- E. At a minimum, all such obligations require approval by the City Council. This approval shall indicate the City Council approval of the identified funding for this Project and compliance with this Debt Policy.
- F. Unless approved by the City Council, no obligations shall be issued for an amount less than \$500,000 or for Capital Projects with a useful life of less than three (3) years.
- G. Based on the recommendations of its Financial Advisor and approval by the City Council, all debt obligations shall include funds sufficient to provide, if needed, capitalized interest, a Debt Service Reserve Fund, Rate Stabilization or other similar Funds as well as funds necessary to cover the cost of issuance of the Obligations.

### IV. DEBT PARAMETERS

The City shall maintain compliance with the following Debt parameters on a historical basis as well as on a Pro Forma basis after giving effect to the obligation being issued. Given the magnitude of the City's long-term Capital Improvement Program at the time this Policy is being adopted, the City has established a target policy and a maximum policy. While the City will attempt to adhere to the targeted levels, the City realizes that according to current projections it will be out of compliance with the targeted levels during several of the years once all the debt is issued.

## Debt Policy

- A. Net Debt as a percentage of Assessed Value shall be targeted at less than 3.5%, with a maximum level of 4.0%. (Net Debt is General Obligation debt and Capital Lease Obligation exclusive of debt or leases payable from the Enterprise Fund.)
- B. General Obligation Debt Service and Capital Lease payments as a percentage of Total Governmental Fund Expenditures shall be targeted at less than 12.5%, with a maximum level of 15%. For purposes of this requirement, General Governmental Expenditures shall be that amount reported in the most recent Comprehensive Annual Financial Report.

To the extent that the City proposes issuing debt that will exceed the targeted levels, City staff shall provide City Council for its review prior to authorizing the debt with a calculation of when it expects the City to be back in compliance with the targeted levels.

### V. **PERMITTED OBLIGATIONS**

Based on the implementation of this Policy, the City shall consider the following Obligation as Permitted Obligations for the purposes as stated. Unless stated otherwise in the section below, all such obligations shall be considered Debt for purposes of the Policy.

#### A. ***Revenue Anticipation Notes***

- 1. The City's Fund Balance Policy is designed to provide adequate cash flow to avoid the need for Revenue Anticipation Notes (RANs). As such, the use of RANs is discouraged.
- 2. The City may issue RANs in situations beyond the City's control or ability to forecast when the revenues will be received after the related funds are scheduled to be distributed.
- 3. The City will issue RANs for a period not to exceed the one year period permitted under the Constitution of Virginia, Article VII Section 10.
- 4. Prior to the issuance of RANs, the City will advise the City Council of the circumstances creating the need for the RANs and whether this need will continue in the future. In all cases, the City shall attempt to minimize the amount of RANs issued.
- 5. The issuance of RANs will not be counted as debt for purposes of this Policy.

### **B. Bond Anticipation Notes**

1. The City may issue Bond Anticipation Notes (BANs) in expectation of the issuance of General Obligation Bonds or Revenue Bonds when funds are required for the financed capital project to be initiated or continued but the City does not need to issue all of the permanent funding at that time.
2. The City may issue BANs when the long-term financial markets do not appear appropriate on a given date, but have a clear potential for improvement within the next twelve months.
3. The City may issue BANs with a maturity of up to two years in length with no more than one additional two year period.
4. Prior to issuing BANs, the City will clearly demonstrate its ability to comply with this Debt Policy upon issuance of the permanent financing.

### **C. General Obligation Bonds**

1. The Constitution of Virginia, Article VII Section 10(a), and the Public Finance Act contains a 10% of assessed value of real estate limitation on outstanding indebtedness which a City may incur.
2. The City may issue GO debt for any capital projects or other properly approved projects or programs.

### **D. VPSA Bonds and State Literary Fund Loans**

1. The City may finance its Schools needs with General Obligation debt or lease appropriation debt which may be subject to other provisions of this Policy. Should the City wish to use either the VPSA or Literary Loan to meet these needs, then these additional requirements must be met.
2. School capital projects or other projects permitted to be financed by the VPSA or State Literary Funds may be funded with GO debt as long as such debt is issued either through VPSA or State Literary Fund. The City shall attempt to use Literary Funds when at all possible; however, preference should be given to accessibility and interest rates when determining whether to use the VPSA or the Literary Fund.
3. Approval of the School Board is required prior to approval by the City Councils for projects funded with VPSA or State Literary Fund Loans.

## Debt Policy

### **E. Revenue Bonds**

1. The City may issue Revenue Bonds to fund enterprise activities, such as water and sewer utilities, solid waste disposal facilities or for capital projects which will generate a revenue stream sufficient to fund the annual debt service costs of the Revenue Bonds.
2. The Revenue Bonds will include written covenants that will require that the revenue sources are sufficient to fund operating expenses and all debt service requirements.

### **F. Capital Leases**

1. The City may execute Capital Leases or Certificates of Participation with independent parties to provide for the use of buildings, machinery, equipment, furniture, and fixtures as long as the asset is acquired at the end of the lease and the Capital Lease, if treated as Debt, complies with this Debt Policy.

### **G. Moral Obligation Debt**

1. The City may enter into leases, contracts, or other agreements with other public bodies that provide for the payment of debt service when revenues of such public bodies or agencies may prove insufficient to cover debt service.
2. Payment of such moral obligation debt service will be done when the best interest of the City is clearly demonstrated.
3. While such moral obligation support does not affect the debt limit of the City, the amount of bonds issued with the City's moral obligation should be controlled in order to limit potential demands on the City and any expected use of this type of obligation should be clearly within the parameter of this Debt Policy.
4. The City will not count this type of obligation as Debt as long as this Debt remains self-sufficient. Should the City need to fund any of this debt, the City should count its maximum total debt exposure under this agreement as Debt for purposes of this Policy.

## **VI. DISCLOSURE AND COMMUNICATIONS**

- A. The City will maintain good communications with bond rating agencies to inform them about the City's financial position by providing them with the City's Comprehensive Annual Financial Report (CAFR) and Operating and Capital Improvements Budget.
- B. The City will follow the National Federation of Municipal Analysts and Government Finance Officers Association policy of full continuing disclosure.

## Debt Policy

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

## City of Winchester Fund Balance Policy

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

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### I. BACKGROUND AND PURPOSE

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

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

### II. COMPONENTS OF GENERAL FUND BALANCE

The following individual items shall constitute the General Fund Balance:

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

### III. Funding Requirements of Components of General Fund Balance

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

### IV. MONITORING AND FUNDING

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

## Fund Balance Policy

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

### V. FUND BALANCES – OTHER FUNDS

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

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

## Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

## Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

## Glossary

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

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

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

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

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

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

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

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

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

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

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

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

**CSA** – Comprehensive Services Act.

## Glossary

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

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

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

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

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

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

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

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

**Disbursement** – The expenditure of monies from an account.

**E-911 Tax** – A tax on telephone usage to pay for fire and police emergency dispatch operations.

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

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

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

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

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

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

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

## Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

**Government Finance Officers Association (GFOA)** – A professional association, founded in 1906, which represents public finance officials throughout the United States and Canada with more than 19,400 members in federal, state/provincial, and local finance offices. GFOA's mission is to advance excellence in state and local government financial management.

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

## Glossary

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

**HOME – HOME Investment Partnerships Program** – Funding received from the U.S. Department of Housing and Urban Development. HOME benefits low- and moderate-income persons through the development of affordable housing.

**HUD** – U. S. Department of Housing and Urban Development -- the federal government organization whose mission is to increase homeownership, support community development, and increase access to affordable housing free from discrimination.

**Indicator** – a high level measure of performance.

**Infrastructure** – The physical assets of a government, e.g., streets, water, sewer, public buildings and parks.

**Intergovernmental Revenues** – Revenues from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes.

**Internal Services** – The charges to user departments for internal services provided by another government department or agency, such as data processing, equipment maintenance, or insurance funded from a central pool.

**IT** – Information Technology.

**ITP** – Information Technology Plan – Recommends policy direction on a City-wide basis for all information technology, including voice and data communications. The committee will review information and office automation needs and recommend to the City Manager direction and priorities consistent with the long term mission, goals and objectives which have been established for the City.

**Legal Debt Margin** – The amount of general obligation bonds and certain other interest bearing obligations (other than revenue bonds) that the City may have outstanding expressed as a percentage of the assessed value of real estate in the City as shown on the last preceding assessment for taxes.

**Line-Item Budget** – A budget prepared along departmental lines that focuses on what is to be purchased by each type of product or service.

**Local Funds** – Indicates funding from local sources only and does not include funds received from Federal, State and other sources.

**Long-Term Debt** – Debt with a maturity of more than one year after the date of issuance.

**Median Household Income** – Median denotes the middle value in a set of values, in this case, household income.

**MGD** – Million Gallons per Day.

**Mission Statement** – Declaration of purpose for an entire organization or one of its programs.

## Glossary

**Modified Accrual Basis of Accounting** – Basis of accounting according to which revenues are recognized in the accounting period in which they become available and measurable and expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which are recognized when due.

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

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

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

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

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

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

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

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

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

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

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

## Glossary

**Performance Measure** – An indicator of the attainment of an objective; it is a specific quantitative measure of work performed or services provided within an activity or program, or it may be a quantitative measure of results obtained through a program or activity.

**Personal Property Tax (PP)** – A City tax levied on motor vehicles and boats based on published listings of values, and on machinery and tools based on a percentage of cost.

**Personal Services** – Expenditures for salaries, wages, and overtime for full-time and part-time employees.

**Program** – A program is a distinct, clearly identifiable activity, function, cost center, or organizational unit that is budgeted as a sub-unit of a department. A program budget utilizes the separate program budgets as its basic component.

**Projections** – Estimates of anticipated revenues, expenditures, or other budget amounts for specific time periods, usually fiscal years.

**Property Tax** – A tax levied on the assessed value of real property. This tax is also known as ad valorem tax.

**Proposed Budget** – The operating and capital budgets submitted to the City Council by the City Manager.

**Proprietary Fund** – A fund that accounts for operations that are financed in a manner similar to private business enterprise.

**Public Service Corporation (PSC)** – An entity defined by the Commonwealth of Virginia as providing utilities to residents and businesses; includes power companies, phone companies, gas companies, and other similar type organizations.

**Real Estate Tax (R/E)** – A tax levied by the City Council on real property in the City of Winchester; real property is defined as land and improvements on the land (buildings).

**Recommended Budget** – The budget proposed by the City Manager to City Council for adoption.

**Refunding** – A transaction in which the City refinances an outstanding issue by issuing new (refunding) bonds and using the proceeds to immediately retire the old (refunded) bonds.

**Reserve** – A portion of a fund's balance that is restricted for a specific purpose and not available for general appropriation.

**Revenue** – Sources of funds received by the government that finance the operations. These receipts may include tax payments, interest earnings, service charges, grants, and intergovernmental payments.

**Revenue Bond** – A bond that is payable from a specific source of revenue and to which the full faith and credit of the City's taxing power is not pledged. Revenue bonds are payable from identified sources of revenue, including general fund revenues on occasion, for certain types of appropriation-supported bonds.

## Glossary

**School Fund Budget** – The School Fund revenues and expenditures under the control of the School Board for the operation of Winchester City Schools.

**Strategic Issues** – Policy choices or decisions which serve as the fundamental basis for the organization's types of services, service levels, cost of services and overall management.

**Tax Levy** – The total dollar amount of tax that optimally should be collected based on tax rates and assessed values of personal and real properties.

**Tax Rate** – The amount of tax levied for each \$100 of assessed value.

**Tax-supported Debt** – Debt that is expected to be repaid from the general fund tax revenues of the City. This includes general obligation bonds, appropriation-supported bonds, capital leases and in certain circumstances moral obligation bonds. For the purpose of this Debt Policy, net tax-supported debt includes general obligation debt for the City and School Board, certain bonded capital leases, and any moral obligation bonds for which the City has deposited funds to a debt service reserve fund as requested to replenish such reserve fund. Net tax supported debt does not include debt payable by the City's proprietary funds, including self-supporting double-barreled general obligation bonds, and the amount available in the City's debt service fund.

**Transfers** – The payment to an internal department to provide for the delivery of services to the public. For example, the General Fund transfers funding to the Schools to cover educational costs, and to Social Services to provide assistance in the form of health and welfare programs.

**Transit Fund** — The Transit fund is used to account for operations of the City's bus system.

**User Fees** – The payment of a fee for direct receipt of a public service by the person benefiting from the service.

**Utility Funds** — Sewer and water services are accounted for in the utility funds. The sewer fund and water fund are enterprise funds. Enterprise funds are those funds in which the cost of providing goods or services is financed primarily through user charges.

**VDOT – Virginia Department of Transportation** – Responsible for building, maintaining, and operating the State's roads, bridges and tunnels. And, through the Commonwealth Transportation Board, it also provides funding for airports, seaports, rail and public transportation.