



BUDGET

in Brief

ROU
CITY

FISCAL YEAR 2020

July 1, 2019-June 30, 2020

CITY OF WINCHESTER'S

BUDGET FUNDS

and Plans

THE CITY'S FUNDS

The accounts of the City are organized into funds. A fund is a group of related accounts used to control money that has been earmarked for specific activities or objectives. By keeping revenue in its appropriate funds, the City is able to obey laws that require certain money to be spent on specific uses. That means the City may not raise water bills to pay for police services, for example. Of the City's adopted budget, most of the big spending decisions occur within the City's general fund.

GENERAL FUND

The fund where the City has the most discretion is the General Fund. The two major sources of funding for the General Fund are general property taxes and other local taxes combined. These two sources make up 83% of the General Fund budget.

CAPITAL IMPROVEMENT PLAN (CIP)

Every year, the City adopts a plan for capital improvements for the next five years. Capital improvements include projects such as street construction, public buildings, traffic systems, park improvements, sewers, water infrastructure, etc. Capital projects tend to be costly, so the City issues bonds to help cover the cost. The City uses the cash received from bond sales to pay for capital projects, and repays investors over time at tax exempt interest rates determined by competitive bids received at the time the bonds were issued. This process is similar to a homeowner taking out a home improvement loan to complete a major home repair project.

INFORMATION TECHNOLOGY PLAN (ITP)

The ITP is a five-year forecast of the City's information technology needs to maintain the efficiency of City services and the safety of staff.

EQUIPMENT REPLACEMENT PLAN (ERP)

City Council recognizes the importance of providing employees with the tools they need to do their jobs. To address this need, the ERP serves as a dedicated revenue source for future equipment funding.



STRATEGIC PLAN

GOAL 1



ENCOURAGE

Encourage sustainable economic growth and partnerships through business and workforce development

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



PROMOTE

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

GOAL 2 OBJECTIVES

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

GOAL 3



ENHANCE

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

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



IMPROVE

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

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

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, and great neighborhoods with a range of housing options and easy movement

CAPITAL IMPROVEMENT

Plan



STREETS & SIDEWALKS

\$803,000	Traffic signal improvements
\$1,377,000	N. Cameron Street drainage improvements
\$500,000	Sidewalk improvements
\$5,900,000	Hope Drive extension
\$2,100,000	Valley Avenue/Tevis Street drainage and sidewalks



PARKS & TRAILS

\$50,000	Playground area renewal
\$50,000	Enclose courtyard area (War Memorial Building)
\$300,000	Green Circle Trail
\$2,800,000	Trails at Museum of the Shenandoah Valley



BUILDINGS & MORE

\$175,000	Timbrook Public Safety Center HVAC replacement
\$2,000,000	Creamery Building renovations
\$200,000	Town Run culvert repairs
\$100,000	Entryway welcome signs
\$5,100,000	New Public Services maintenance facility
\$5,000,000	Water treatment plant improvements



UTILITIES

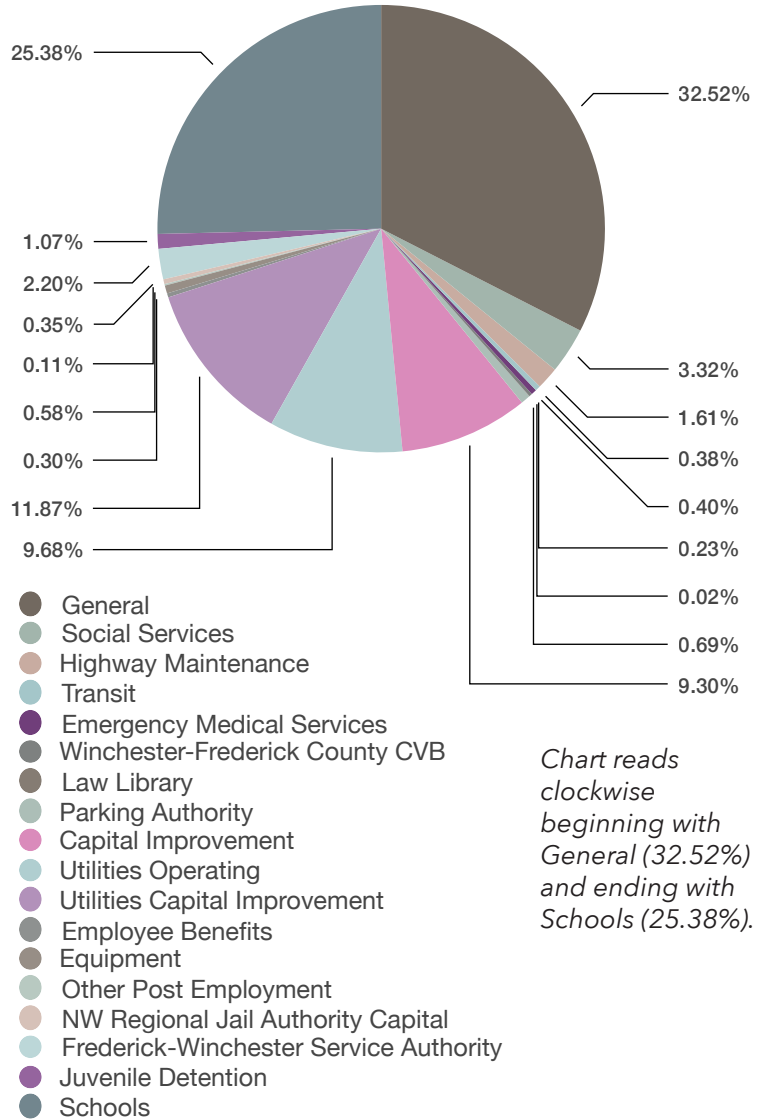
\$10,000,000	Water and sewer main replacement
\$7,000,000	Water meter replacements
\$3,500,000	Water storage tank replacement
\$150,000	Water pump station improvements
\$2,000,000	Sewer pump station replacement

A complete list of projects in the 5-Year Capital Improvements Plan can be found in the FY20 Adopted Budget document at www.winchesterva.gov/finance.

FISCAL YEAR 2020

ADOPTED BUDGET

ALL FUNDS	FY20 ADOPTED BUDGET	DIFFERENCE FROM FY19 (+/-)
General	\$93,882,000	\$228,000
Social Services	\$9,585,000	\$543,000
Highway Maintenance	\$4,655,000	\$275,000
Transit	\$1,101,000	\$94,000
Emergency Medical Services	\$1,150,000	\$25,000
Winchester-Frederick County Convention & Visitors Bureau	\$658,000	\$284,000
Law Library	\$50,000	\$0
Parking Authority	\$1,986,000	\$756,000
Capital Improvement	\$26,855,000	\$16,030,000
Utilities Operating	\$27,940,000	\$3,135,000
Utilities Capital Improvement	\$34,275,000	\$11,725,000
Employee Benefits	\$858,000	-\$27,000
Equipment	\$1,665,000	\$10,000
Other Post Employment	\$317,000	-\$83,000
Northwestern Regional Jail Authority Capital	\$997,000	-\$223,000
Frederick-Winchester Service Authority	\$6,347,000	\$700,000
Juvenile Detention	\$3,075,000	\$127,000
Schools	\$73,251,582	\$4,027,468
TOTAL EXPENSES	\$288,647,582	\$37,626,468



\$26,855,000

Investment in City-wide Capital Improvement Projects



\$34,275,000

Investment in Utilities Capital Improvement Projects

ADOPTED BUDGET

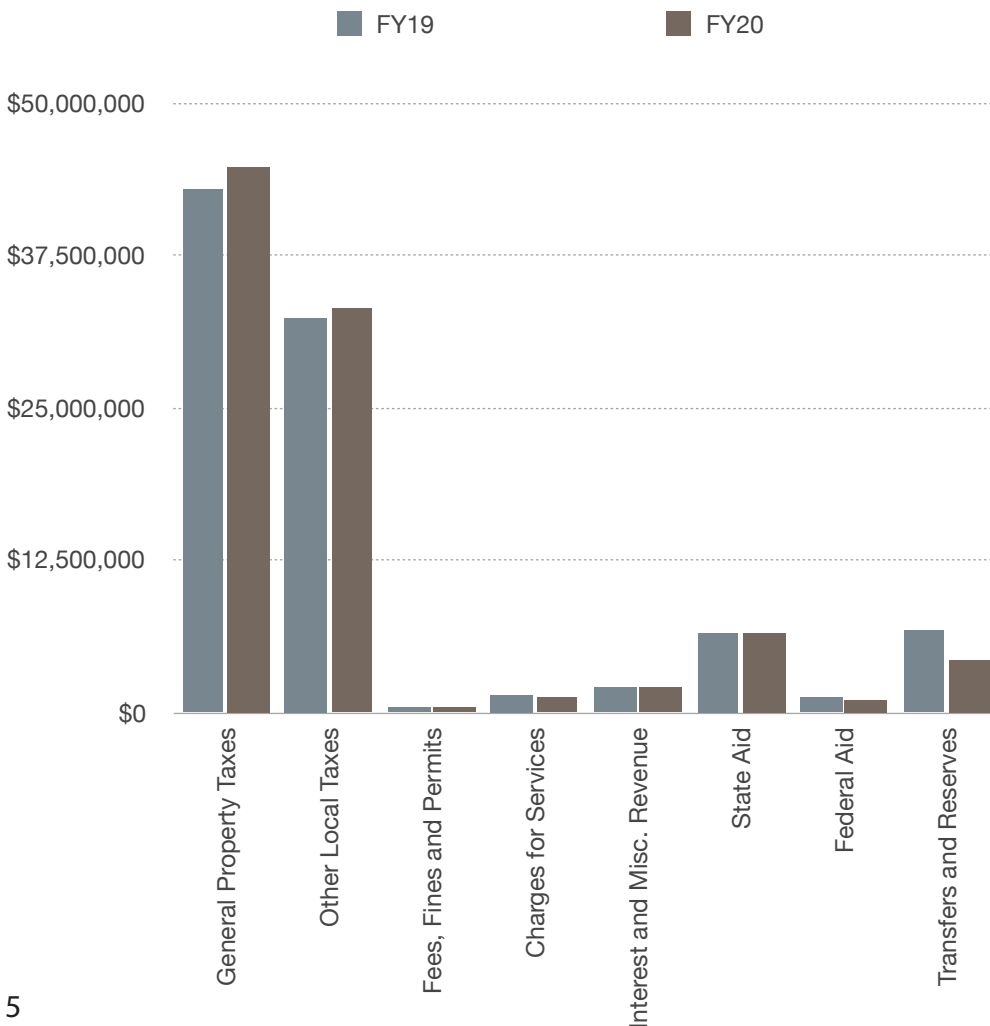
REVENUES	FY19	FY20	% OF FY20 BUDGET
General Property Taxes	\$42,986,900	\$44,749,900	47.7%
Other Local Taxes	\$32,301,500	\$33,188,000	35.3%
Fees, Fines and Permits	\$470,800	\$534,700	0.6%
Charges for Services	\$1,380,900	\$1,315,900	1.4%
Interest and Misc. Revenue	\$2,002,500	\$2,080,500	2.2%
State Aid	\$6,472,900	\$6,556,500	7.0%
Federal Aid	\$1,201,400	\$1,107,000	1.2%
Transfers and Reserves	\$6,837,100	\$4,349,500	4.6%
TOTAL REVENUES	\$93,654,000	\$93,882,000	100.0%



OTHER LOCAL TAXES

- \$10,000,000** State sales tax
- \$2,120,000** Utility
- \$6,907,500** Business licenses
- \$1,275,000** Franchise
- \$800,000** Cigarettes
- \$140,500** Admissions
- \$8,630,500** Meals
- \$1,000,500** Motel
- \$6,000** Short-term rental
- \$2,000,000** Communications
- \$308,000** Other

\$33,188,000 Total



GENERAL PROPERTY TAXES

- \$31,161,000** Real estate
- \$11,838,900** Personal property
- \$1,750,000** Machinery & tools

\$44,749,900 Total

ADOPTED BUDGET



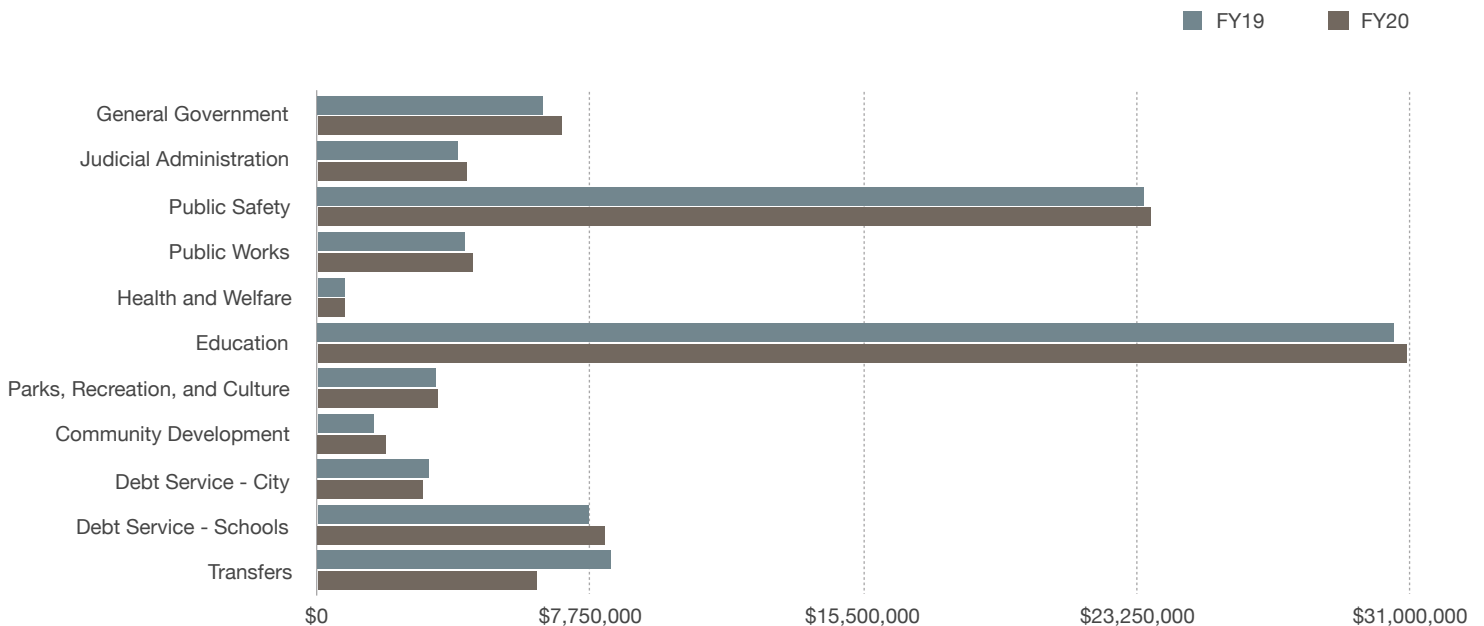
END OF YEAR RESERVES

\$25,400,000 FY2019 (projected)
\$26,586,803 FY2018
\$25,087,710 FY2017
\$23,128,383 FY2016
\$22,082,376 FY2015

CITY RESERVES: The City's "rainy day fund" for unexpected expenses & emergencies.

Transfers are the payment to an internal department to provide for the delivery of services to the public. For example, the General Fund transfers funding to Social Services to provide assistance in the form of health and welfare programs.











EXPENDITURES	FY19	FY20	% OF FY20 BUDGET
General Government	\$6,430,446	\$6,975,290	7.4%
Judicial Administration	\$4,008,825	\$4,263,925	4.5%
Public Safety	\$23,475,203	\$23,630,468	25.2%
Public Works	\$4,166,700	\$4,437,700	4.7%
Health and Welfare	\$804,700	\$813,291	0.9%
Education	\$30,553,322	\$30,904,412	32.9%
Parks, Recreation, and Culture	\$3,369,320	\$3,454,420	3.7%
Community Development	\$1,622,884	\$1,953,194	2.1%
Debt Service - City	\$3,190,500	\$3,026,400	3.2%
Debt Service - Schools	\$7,693,800	\$8,177,600	8.7%
Transfers			
Social Services Fund	\$2,720,800	\$2,885,500	3.1%
Capital Improvements Fund	\$4,585,000	\$2,140,000	2.3%
Highway Maintenance Fund	\$630,000	\$780,000	0.8%
Transit Fund	\$252,000	\$289,300	0.3%
Tourism	\$150,500	\$150,500	0.2%
TOTAL EXPENDITURES	\$93,654,000	\$93,882,000	100.0%



YOUR TAX DOLLAR

at work



	EDUCATION*	42¢		HEALTH & WELFARE	4¢
	PUBLIC SAFETY	25¢		PARKS, RECREATION, & CULTURE	4¢
	GENERAL GOVERNMENT	7¢		CAPITAL IMPROVEMENTS	2¢
	PUBLIC WORKS	6¢		CITY DEBT	3¢
	JUDICIAL ADMINISTRATION	5¢		COMMUNITY DEVELOPMENT	2¢

*Includes 8¢ debt service.



5.3%

Virginia sales tax rate
The City receives 1% back from purchases made in the city.



10.7%

Percentage of general fund revenue provided by sales tax



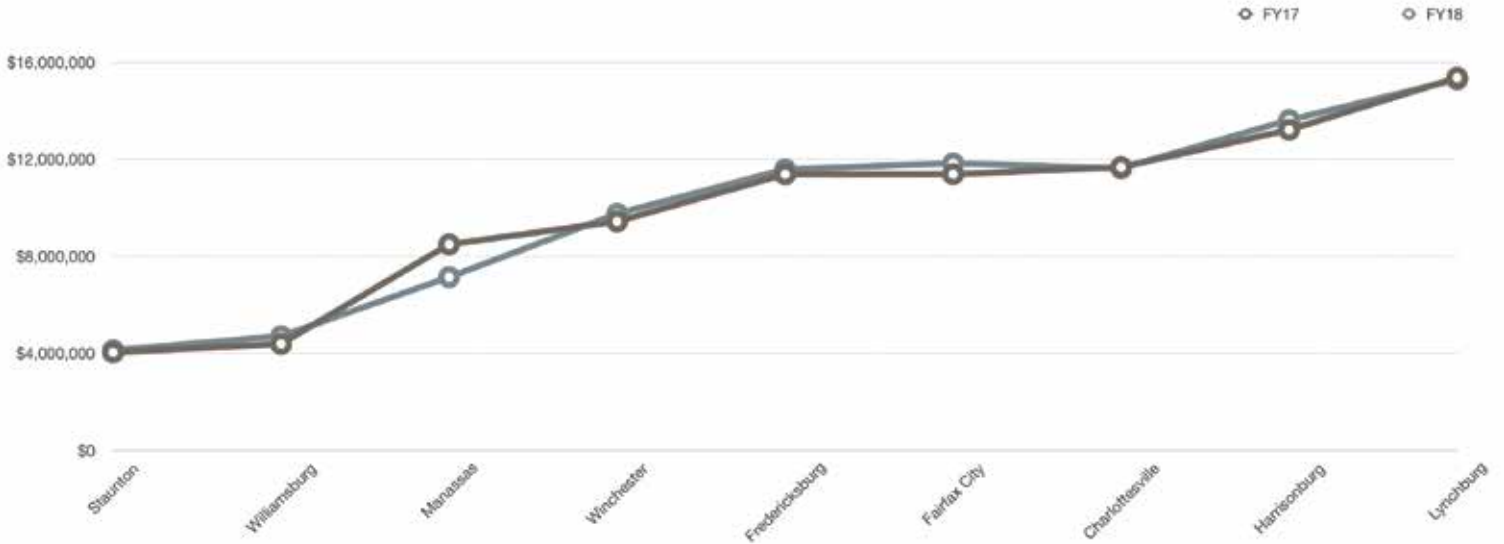
47.7%

Percentage of general fund revenue from property tax



TAX COMPARISON

SALES TAX COLLECTION

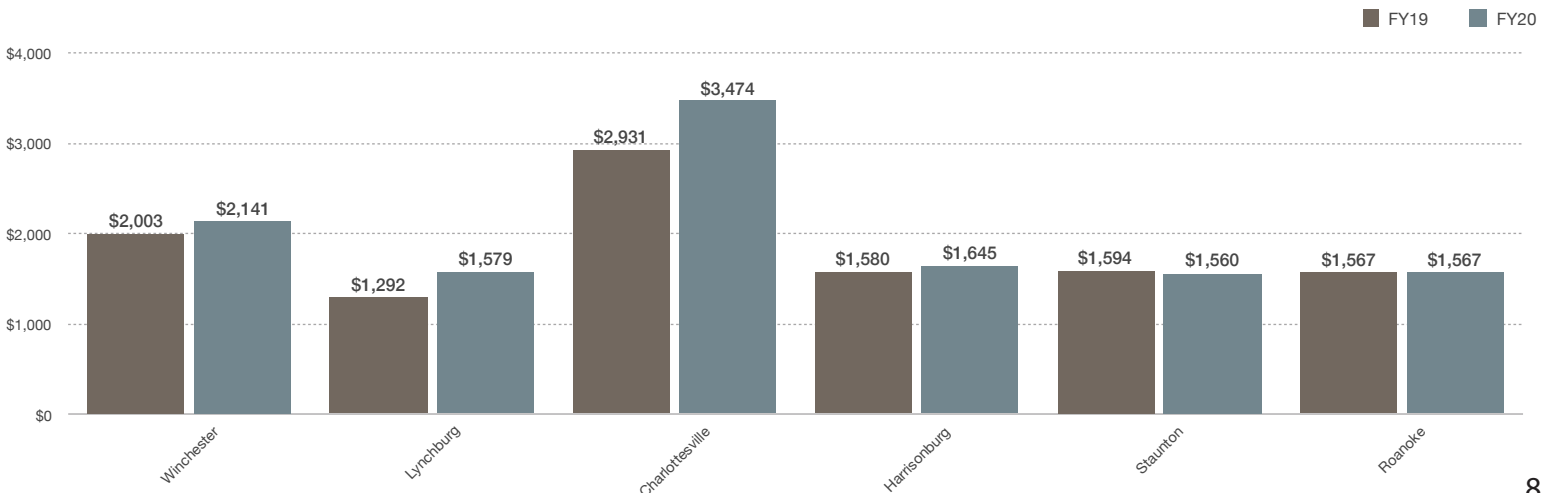


VIRGINIA CITY	POPULATION	FY17	FY18
Staunton	24,528	\$4,039,658	\$4,123,862
Williamsburg	15,031	\$4,388,596	\$4,706,583
Manassas	41,501	\$8,489,012	\$7,136,018
Winchester	27,932	\$9,431,564	\$9,749,245
Fredericksburg	28,360	\$11,376,302	\$11,580,437
Fairfax City	24,097	\$11,378,574	\$11,827,755
Charlottesville	48,019	\$11,670,485	\$11,619,460
Harrisonburg	54,215	\$13,207,791	\$13,609,547
Lynchburg	80,995	\$15,351,347	\$15,282,741

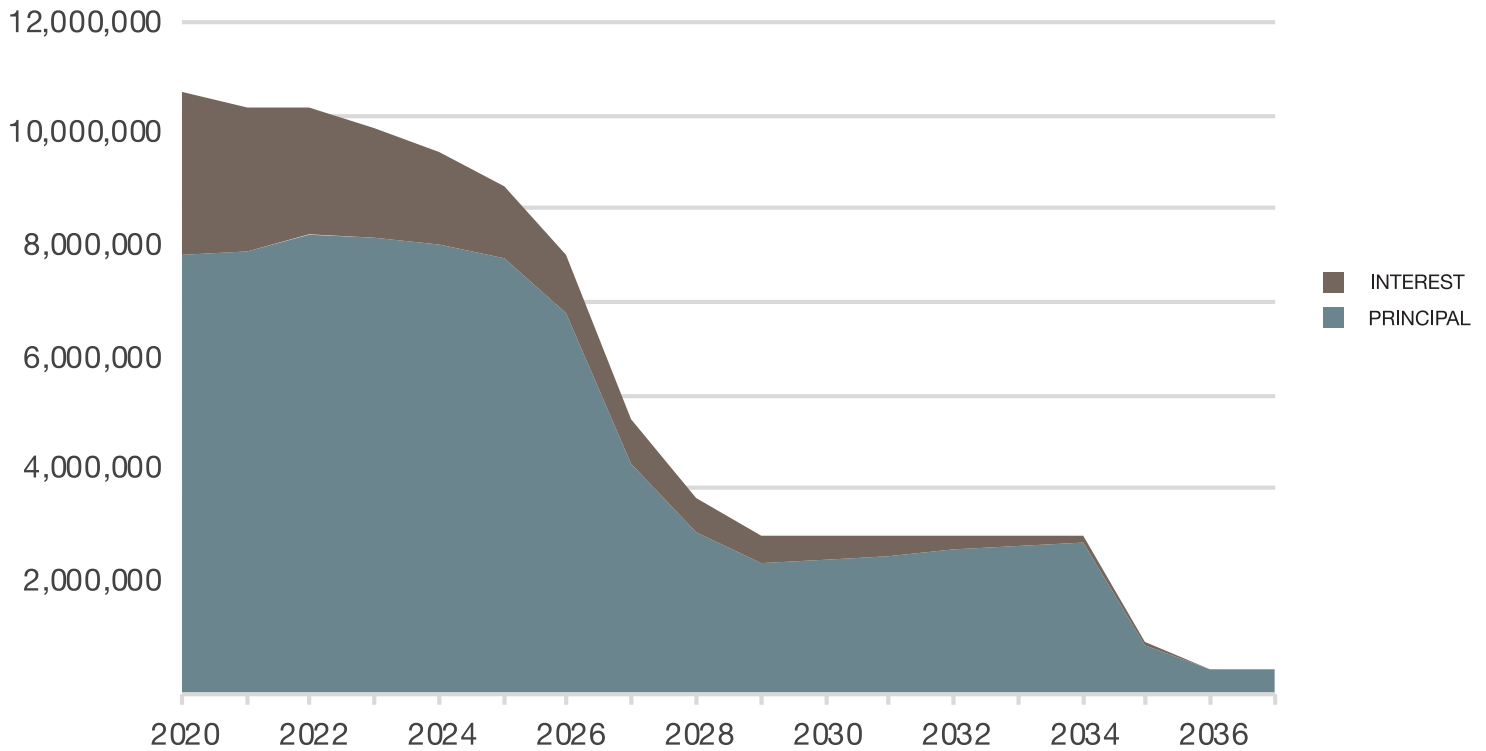
AVERAGE PROPERTY TAX BILLS

VIRGINIA CITY	POPULATION	TAX RATE*	FY19	FY20
Winchester	27,932	\$0.91	\$2,003	\$2,141
Lynchburg	80,995	\$1.11	\$1,292	\$1,579
Charlottesville	48,019	\$0.95	\$2,931	\$3,474
Harrisonburg	54,215	\$0.85	\$1,580	\$1,645
Staunton	24,528	\$0.97	\$1,594	\$1,560
Roanoke	99,660	\$1.22	\$1,567	\$1,567

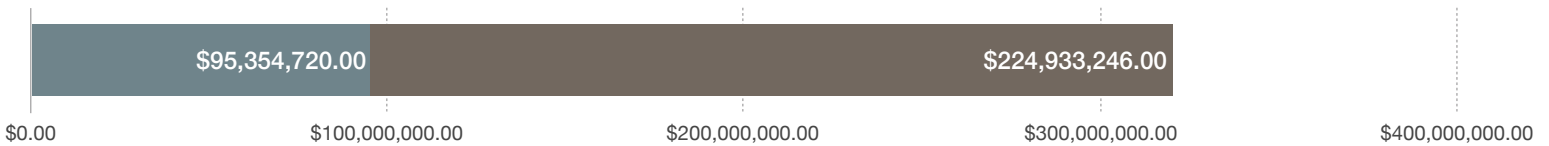
*2018 tax rates



THE CITY OF WINCHESTER'S DEBT PROFILE



■ NET APPLICABLE DEBT ■ LEGAL DEBT MARGIN



YEAR ENDING JUNE 30	PRINCIPAL	INTEREST
2020	\$7,841,602.21	\$2,911,353.91
2021	\$7,903,670.72	\$2,597,063.41
2022	\$8,196,642.04	\$2,296,086.87
2023	\$8,153,134.16	\$1,980,278.40
2024	\$8,013,199.89	\$1,664,249.84
2025	\$7,748,980.00	\$1,327,834.71
2026	\$6,804,470.00	\$1,005,366.51
2027	\$4,095,675.00	\$770,722.63



The City pays principal and interest payments at various predetermined times throughout the year to pay for previously issued debt for major capital projects. The City's Utility Fund also has revenue bonds that are paid for by the water and sewer revenues, while the Parking Authority has revenue bonds that are paid for by the fees charged in the garages and other revenues generated by the Authority.

FINANCIAL REPORTING

Recognition



DISTINGUISHED BUDGET PRESENTATION AWARD

Received from the Government Finance Officers Association of the United States and Canada for the 6th consecutive year for the City's FY18 budget document, this is the highest form of recognition in government budgeting.



CERTIFICATE OF ACHIEVEMENT IN FINANCIAL REPORTING

Received from the Government Finance Officers Association of the United States and Canada for the 27th consecutive year for the City's comprehensive annual financial report (CAFR), this is the highest form of recognition in government accounting and financial reporting.



HIGHEST POSSIBLE BOND RATING

Received a AAA bond rating from Standard & Poors, the highest possible bond rating, in addition to an Aa2 rating from Moody's and an AA+ from Fitch. Rates reflect sound financial management, safety of investing in City bonds, and allows the City to borrow at low interest rates.

ANNUAL BUDGET CALENDAR

NOVEMBER

Budget discussions begin internally

DECEMBER

Deadline for departments to submit budget requests to Finance for review

FEBRUARY

Finance Department submits budget requests to City Manager for review with department directors

MARCH

City Manager reviews budget options with City Council

APRIL

City Manager submits the proposed budget and budget message to City Council

MAY

Advertisement submitted to newspaper for final budget hearing

JUNE

Council adopts budget and Capital Improvement Plan (CIP)

JULY

Budget and CIP printed and distributed

CONTACT US

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www.winchesterva.gov/finance