



BUDGET IN BRIEF

Fiscal Year '21

ROUSS
CITY HALL

Winchester
Virginia

JULY 1, 2020-JUNE 30, 2021

CITY BUDGET FUNDS & 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

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

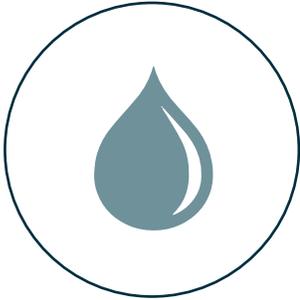
GOAL 4 OBJECTIVES

- 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

FY21 CAPITAL IMPROVEMENT PLAN



UTILITIES

\$15,000,000	Water & sewer main replacements
\$7,000,000	Water meter replacements
\$9,000,000	Public Services maintenance facility
\$3,000,000	Water Treatment Plant improvements
\$200,000	Water pump station improvements***
\$3,100,000	Sewer pump station replacement



GENERAL IMPROVEMENTS

\$400,000	Handley Library improvements*
\$750,000	Millwood Avenue traffic improvements
\$1,500,000	North Cameron Street drainage improvements
\$1,800,000	Valley/Tevis Streets drainage and sidewalks
\$300,000	Intersection improvements
\$500,000	Hope Drive extension



SCHOOLS

\$2,750,000	Douglas Community Learning Center
\$9,250,000	Emil & Grace Shihadeh Innovation Center
\$350,000	School Bus Replacement**

All funds are from bonds and revenue bonds unless otherwise noted.
Does not include State or Federal funds.

General Fund; **Schools Fund; *Utilities Fund*



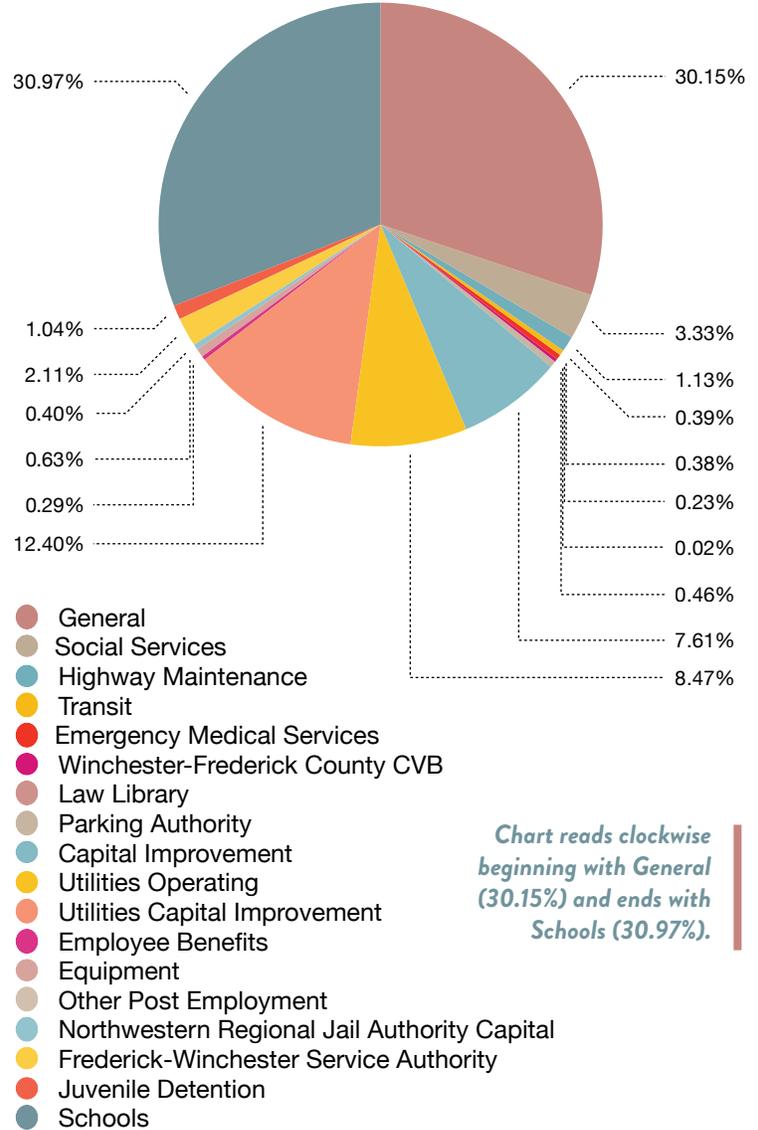
Go online to view the

CURRENT CITY PROJECTS



FY21 ADOPTED BUDGET

ALL FUNDS	FY21 ADOPTED BUDGET	DIFFERENCE FROM FY20 (+/-)
General	\$90,672,000	-\$3,210,000
Social Services	\$10,026,000	\$441,000
Highway Maintenance	\$3,389,000	-\$1,266,000
Transit	\$1,173,000	\$72,000
Emergency Medical Services	\$1,150,000	\$0
Winchester-Frederick County Convention & Visitors Bureau	\$677,000	\$19,000
Law Library	\$50,000	\$0
Parking Authority	\$1,371,000	-\$615,000
Capital Improvement	\$22,887,000	-\$3,968,000
Utilities Operating	\$25,469,000	-\$2,471,000
Utilities Capital Improvement	\$37,300,000	\$3,025,000
Employee Benefits	\$858,000	\$0
Equipment	\$1,893,000	\$228,000
Other Post Employment	\$0	-\$317,000
Northwestern Regional Jail Authority Capital	\$1,215,000	\$218,000
Frederick-Winchester Service Authority	\$6,341,000	-\$6,000
Juvenile Detention	\$3,119,000	\$44,000
Schools	\$93,130,436	\$19,878,854
TOTAL EXPENSES	\$300,720,436	\$12,072,854



\$37,300,000

Investment in Utilities Capital Improvements projects



\$22,887,000

Investment in city-wide Capital Improvements projects

FY21 ADOPTED BUDGET

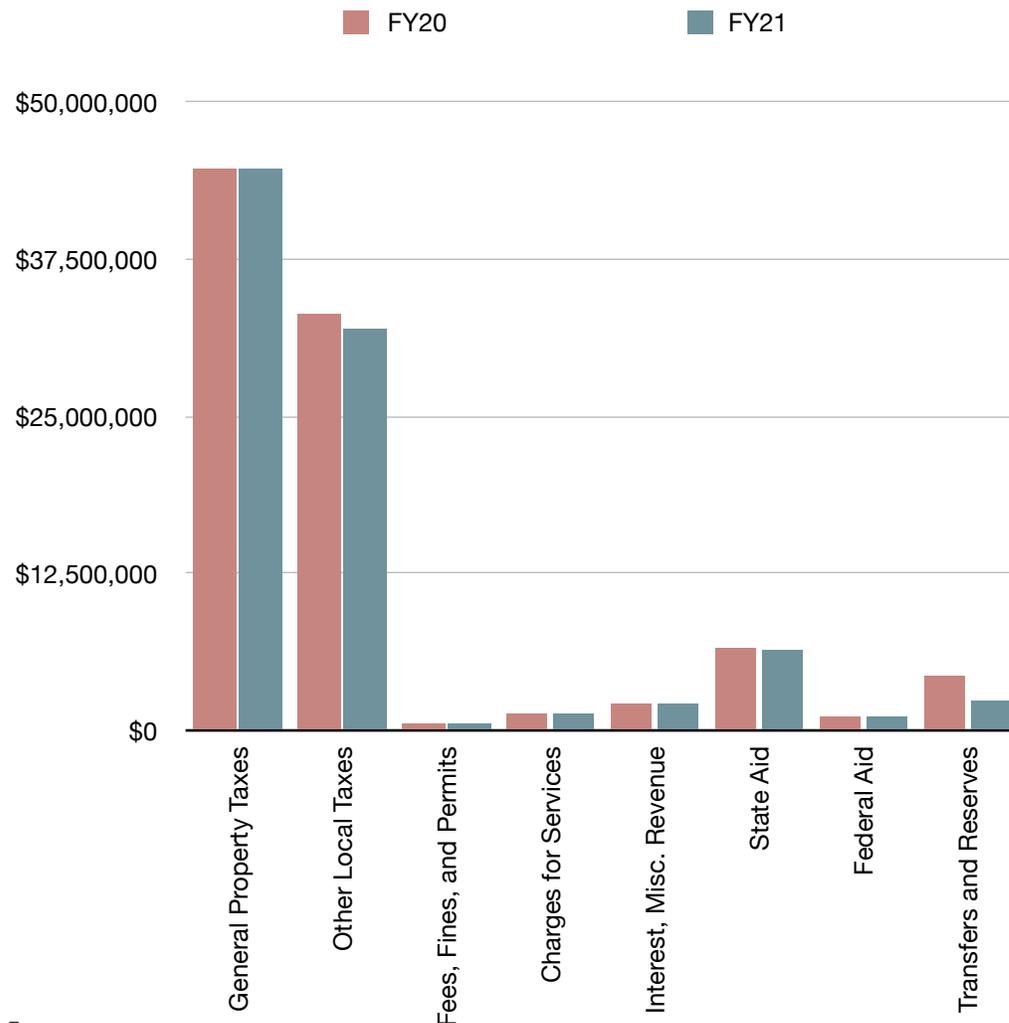
REVENUES	FY20	FY21	% OF FY21 BUDGET
General Property Taxes	\$44,749,900	\$44,749,900	49.35%
Other Local Taxes	\$33,188,000	\$32,008,000	35.3%
Fees, Fines, and Permits	\$534,700	\$506,700	0.56%
Charges for Services	\$1,315,900	\$1,315,900	1.45%
Interest, Misc. Revenue	\$2,080,500	\$2,066,900	2.28%
State Aid	\$6,556,500	\$6,416,500	7.08%
Federal Aid	\$1,107,000	\$1,173,000	1.29%
Transfers and Reserves	\$4,349,500	\$2,435,100	2.69%
TOTAL REVENUES	\$93,882,000	\$90,672,000	100%



OTHER LOCAL TAXES

- \$9,200,000 State sales tax
- \$1,980,000 Utility
- \$6,709,500 Business licenses
- \$1,335,000 Franchise
- \$800,000 Cigarettes
- \$140,500 Admissions
- \$8,630,500 Meals
- \$900,500 Motel
- \$6,000 Short term rental
- \$2,000,000 Communications
- \$306,000 Other

\$44,749,900 Total



GENERAL PROPERTY TAXES

- \$31,161,000 Real estate
- \$11,603,900 Personal property
- \$1,985,000 Machinery & tools

\$44,749,900 Total

FY21 ADOPTED BUDGET

EXPENDITURES	FY20	FY21	% OF FY21 BUDGET
General Government	\$6,975,290	\$6,537,756	7.21%
Judicial Administration	\$4,263,925	\$4,177,875	4.61%
Public Safety	\$23,630,468	\$23,322,692	25.72%
Public Works	\$4,437,700	\$4,371,000	4.82%
Health and Welfare	\$813,291	\$825,252	0.91%
Education	\$30,904,412	\$30,403,848	33.53%
Parks, Recreation, and Culture	\$3,454,420	\$3,288,820	3.63%
Community Development	\$1,953,194	\$1,736,157	1.91%
Debt Service - City	\$3,026,400	\$3,215,625	3.55%
Debt Service - Schools	\$8,177,600	\$8,741,175	9.64%
TRANSFERS			
Capital Improvements	\$2,140,000	\$400,000	0.4%
Social Services Fund	\$2,885,500	\$3,176,600	3.5%
Highway Maintenance Fund	\$780,000	-	0%
Transit Fund	\$289,300	\$324,700	0.4%
Tourism	\$150,500	\$150,500	0.2%
TOTAL EXPENSES	\$93,882,000	\$90,672,000	100%



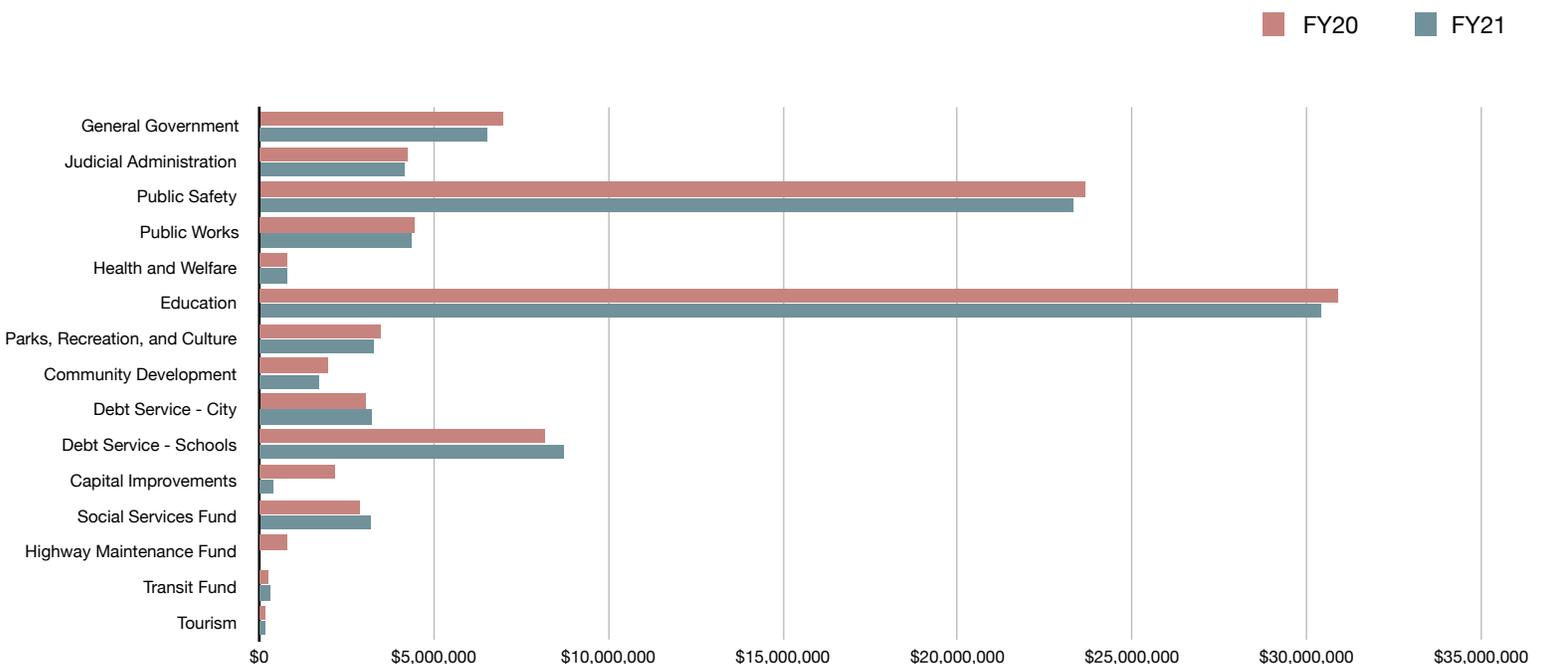
END OF YEAR RESERVES

\$23,485,857 FY2020*
 \$27,020,136 FY2019
 \$26,586,803 FY2018
 \$25,087,710 FY2017
 \$23,128,383 FY2016

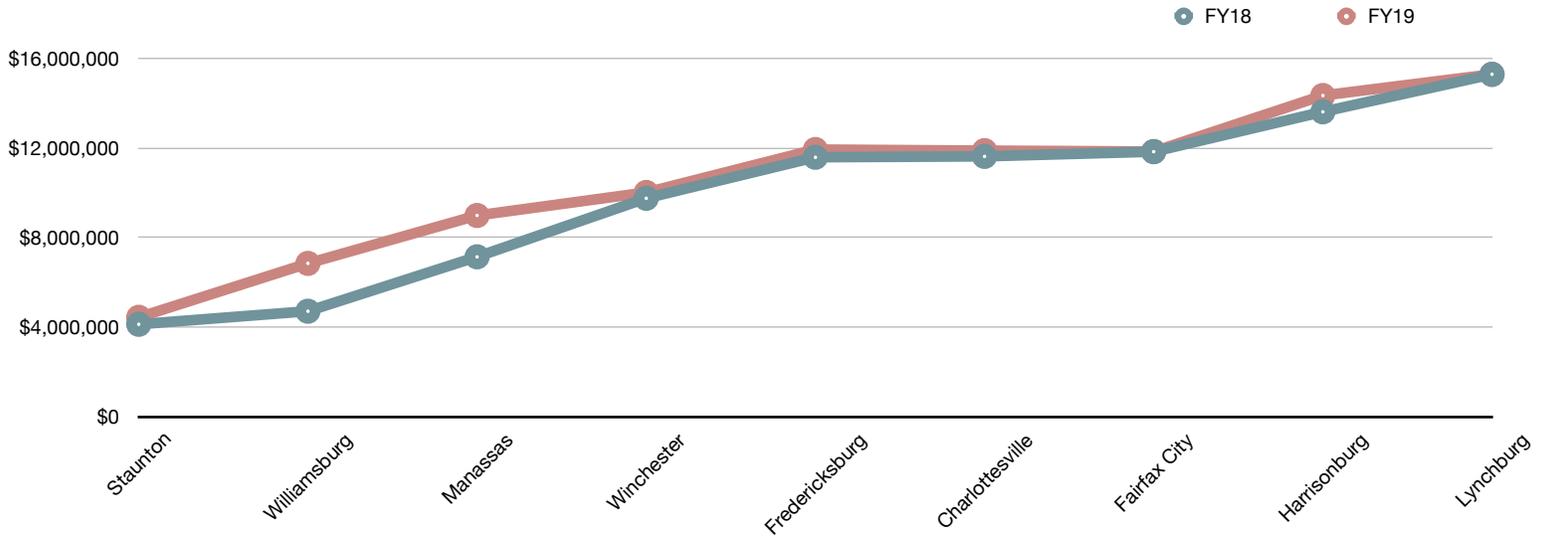
**Projected*

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.



TAX COMPARISON

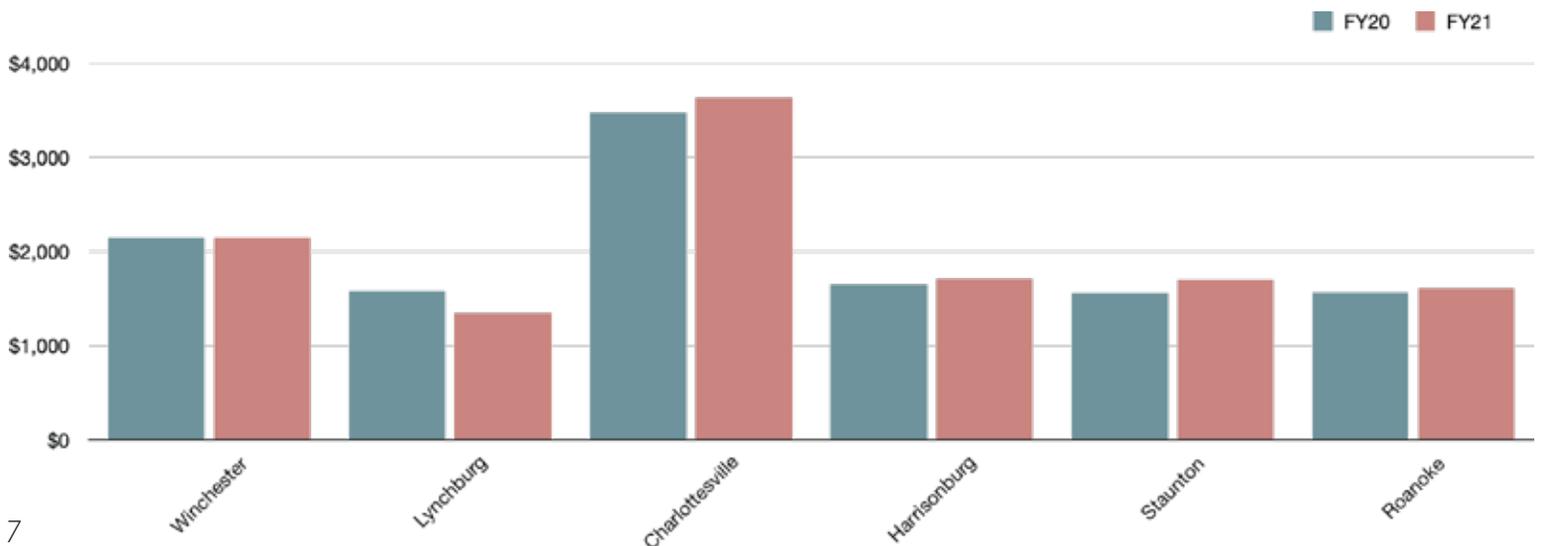


SALES TAX COLLECTION

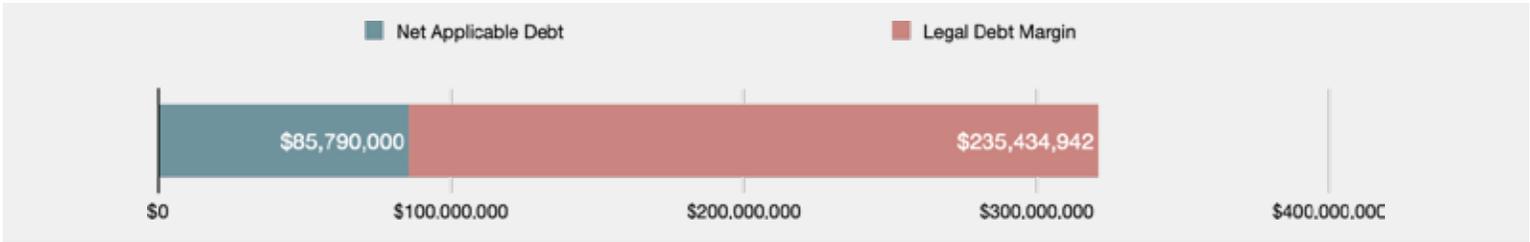
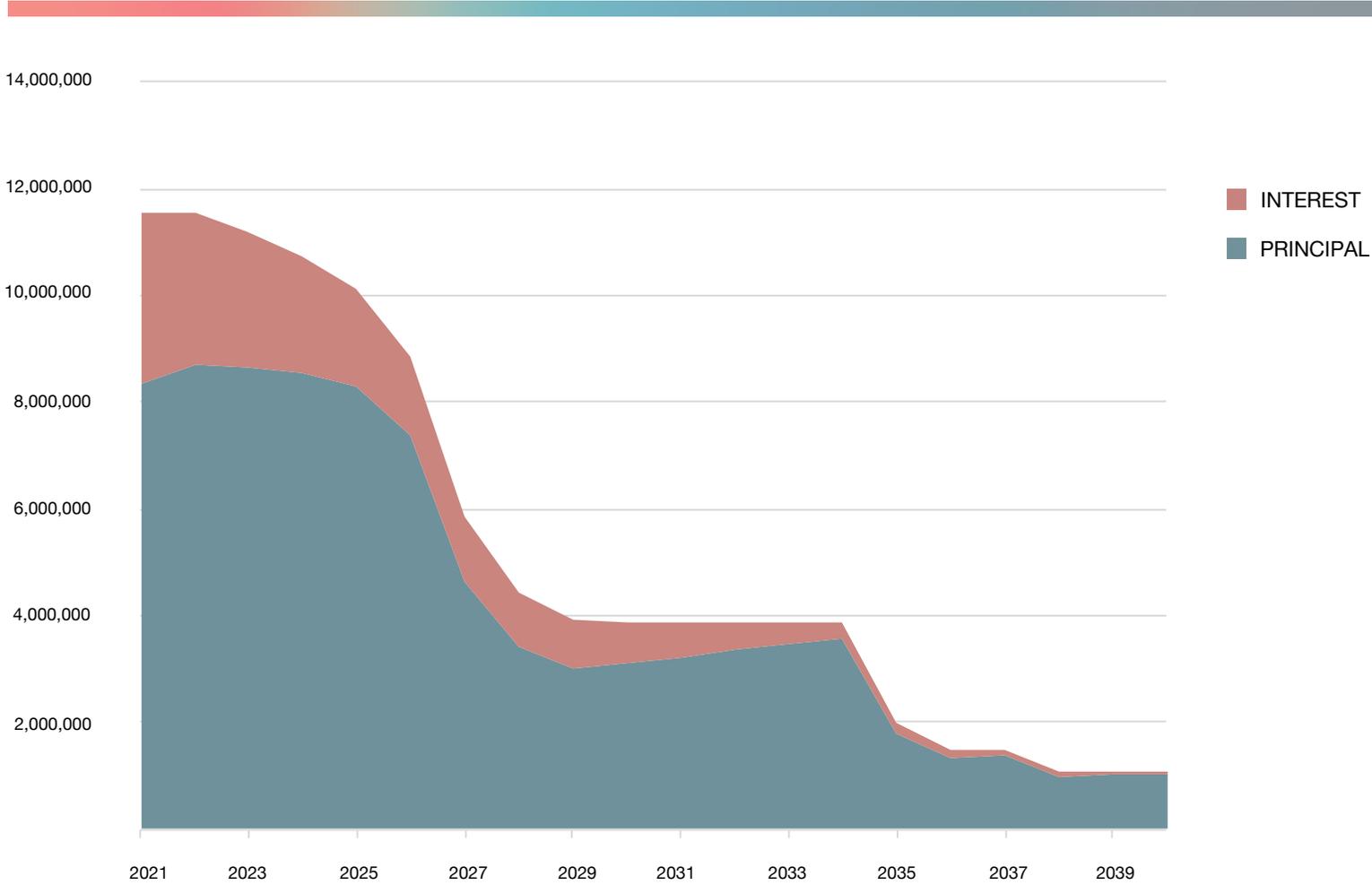
VIRGINIA CITY	POPULATION	FY18	FY19
Staunton	25,522	\$4,123,862	\$4,434,974
Williamsburg	14,444	\$4,706,583	\$6,841,762
Manassas	41,501	\$7,136,018	\$8,981,501
Winchester	27,932	\$9,749,245	\$10,008,106
Fredericksburg	28,360	\$11,580,437	\$11,925,147
Charlottesville	48,019	\$11,619,460	\$11,876,599
Fairfax City	24,097	\$11,827,755	\$11,836,812
Harrisonburg	54,215	\$13,609,547	\$14,336,901
Lynchburg	80,995	\$15,282,741	\$15,282,741

AVERAGE PROPERTY TAX BILLS

VIRGINIA CITY	POPULATION	TAX RATE	FY20	FY21
Winchester	27,932	\$0.93	\$2,141	\$2,144
Lynchburg	84,180	\$1.11	\$1,579	\$1,345
Charlottesville	49,449	\$0.95	\$3,474	\$3,635
Harrisonburg	54,445	\$0.86	\$1,645	\$1,712
Staunton	25,522	\$0.95	\$1,560	\$1,703
Roanoke	99,648	\$1.22	\$1,567	\$1,611



CITY DEBT PROFILE



YEAR ENDING JUNE 30	PRINCIPAL	INTEREST
2021	\$8,373,670.72	\$3,196,763.41
2022	\$8,691,642.04	\$2,872,286.87
2023	\$8,673,134.16	\$2,531,728.40
2024	\$8,558,199.89	\$2,189,699.84
2025	\$8,318,980.00	\$1,826,034.71
2026	\$7,404,470.00	\$1,475,066.51
2027	\$4,625,675.00	\$1,210,422.63
2028	\$3,415,000.00	\$1,040,991.00



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.

YOUR TAX DOLLAR AT WORK



- EDUCATION* 43%
- HEALTH & WELFARE 4%
- PUBLIC SAFETY 26%
- PARKS, RECREATION, CULTURE 4%
- GENERAL GOVERNMENT 7%
- **CAPITAL IMPROVEMENTS** 0%
- PUBLIC WORKS 5%
- CITY DEBT 4%
- JUDICIAL ADMINISTRATION 5%
- COMMUNITY DEVELOPMENT 2%



5.3%

Virginia sales tax rate



10.7%

Percentage of general fund revenue provided by sales tax



47.7%

Percentage of general fund revenue from property tax

Due to COVID-19, Capital Improvements in FY 2021 have been postponed. Traditionally, Capital Improvements would take up the approximate percentage of the above dollar graphic.

*Includes 10¢ debt service

FINANCIAL REPORTING RECOGNITION



DISTINGUISHED BUDGET PRESENTATION

Received from the Government Finance Officers Association of the United States and Canada for the 7th consecutive year for the City's FY19 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 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

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