



Staff Guide
to the City of
Winchester
Budget Process

BUDGET MANUAL

Fiscal Year
2018

July 2017 - June 2018

Budget Process Overview

Introduction

The annual budget is the most important document developed by the City each year. The “Budget” is the financial plan and operations guide which provides the resources required to carry out the priority projects identified in the City’s “Strategic Plan”. The 2016-2020 Strategic Plan should serve as the guide for developing the FY 2018 budget. The proposed FY 2018 budget should be a results driven document that focuses on the City’s four main goals as developed through the strategic planning process:

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

The development of the annual budget is a collaborative effort, requiring the active participation of all City departments, offices and agencies. Budget preparation is important and time-consuming work, and the effort expended to achieve a quality budget document will reap benefits for both staff and citizens. Your efforts to achieve a quality budget are appreciated, and will help the City achieve its mission.

This year, the City will continue with the “base budget” approach where Department Directors will start with the FY 2017 adopted budget as the established base of items that are necessary to run their respective departments. Each Department Director should review the base budget thoroughly to ensure the proper allocation of funds. In addition each Department must prepare and submit justifications and prioritization of all changes or additions to the base budget. **Departments must be reasonable and realistic in their submitted requests.** It is our hope that this budget cycle will be straightforward and fluid with the changes incorporated herein in an effort to better serve the Council, citizens and staff.

Budget Manual

This budget manual was developed to provide users with the information and forms needed to complete the City’s annual budget for fiscal year 2018. Fiscal year 2018 covers the period of July 1, 2017 through June 30, 2018.

The manual is divided into eight sections. The sections are as follows:

1. City’s Strategic Plan
2. Budget Calendar
3. Operating Budget, including revenue, personnel, and other operating expenditures
4. Equipment Replacement Plan
5. Information Technology Plan
6. Multi-year Capital Improvement Program
7. Data Entry Instructions
8. Chart of Accounts

Budget Authority

Municipal budget law is contained in both Virginia Codes and in the City's Charter. Responsibilities in preparing, approving, and amending the annual budget is found in Section 5.01 of the City Charter. In part, it states the following:

“The City Manager shall submit to the council a budget and a budget message at least sixty (60) days prior to the beginning of each budget year. It shall be the duty of the head of each department, the judges of the courts not of record, each board or commission, including the school board, and each other office or agency supported in whole or in part by the city, to file at such time as the City Manager may prescribe estimates of revenue and expenditure for that department, court, board, commission, office or agency for the ensuing fiscal year.”

Strategic Plan

The City's Strategic Plan Summary is shown on Page 1. It should guide you as you prepare your annual budget requests for fiscal year 2018. Requests for allocations that do not tie to the City's Strategic Plan will not be included in the budget presented to Council.

Budget Calendar

The budget calendar, shown in Section 2, details the timetable to follow in preparing the City's annual budget for fiscal year 2018. The calendar covers the schedule of events leading up to and approval of the budget by the City's Common Council in June 2017. It also includes the schedule for preparing the Multi-Year Capital Improvement Program.

Operating Budget Development

Section 3 provides instructions on preparing the City's Operating Budget, which includes both revenue projections and operating expenditures/expenses. Operating expenditures include staffing needs, general operational costs, and minor capital outlays. The operating budget worksheets are set up in the HTE system, GMBA module. Data entry instructions are provided in Section 6 of this manual. Training sessions will be conducted as well to assist users with this process.

Equipment Replacement Plan

Section 4 provides the form and instructions for completing the Five-Year Equipment Replacement Plan. The Equipment Replacement Plan, as defined in Section 4, provides for a schedule of equipment replacement planned for the five-year period from fiscal year 2018 through fiscal year 2022.

Information Technology Program

Section 5 provides the form and instructions for completing the Five-Year Information Technology Plan. The Information Technology Plan, as defined in Section 5, provides for a schedule of information technology project related expenditures planned for the five-year period from fiscal year 2018 through fiscal year 2022.

Capital Improvement Program

Section 6 provides the form and instructions for completing the Multi-Year Capital Improvement Program. The Capital Improvement Program (CIP) includes major capital outlays, as defined in Section 6, which are planned for the five-year period from fiscal year 2018 through fiscal year 2022. Cost information for prior and future years is also shown only for those projects that either started before or will be finished after the five-year planning horizon.

Chart of Accounts

The City follows the State of Virginia's Uniform System of Accounts. This system provides a comprehensive structure for classifying financial transactions. The use of this system is required for State financial reporting. As a result, it is important that correct account codes be used at the budget level to support the subsequent financial transactions. An abridged Chart of Accounts is included in Section 8. This listing provides key account numbers and a general description of each. If you need assistance in classifying a budget request to the proper account, please contact the Finance Department for assistance.

FY 2018 Budget Manual Table of Contents

	Budget Process Overview	i-iii
1.	Strategic Plan	1
2.	Budget Calendar	2
	Budget Flow Chart	3
3.	Operating Budget Process	4
	Revenue	4
	Personnel	5
	Request For Classification Action Form	7
	Operating Expenditures/Expenses	8
4.	Equipment Replacement Plan	10
	Equipment Replacement Form	11
5	Information Technology Program	12
	Information Technology Plan Forms	15-16
6.	Capital Improvement Program	17
	Five-Year Capital Improvement Form	19
7.	Data Entry Instructions	20
8.	Chart of Accounts	22

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

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



CITY OF WINCHESTER BUDGET CALENDAR FOR FISCAL YEAR 2018

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

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

BUDGET FLOW CHART

	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July
Strategic Planning & Policy Development									
Finalize Strategic Plan and Goals									
Departmental strategic planning meetings									
Supplemental tax bills									
Real estate tax rate adoption for current year									
Set Personal Property Tax Relief Act Rate									
Current year final budget review									
Budget Development									
Budget prep material prepared and sent out to departments									
Departments prepare draft budgets									
Budget staff compile draft budget									
Manager meets with Department heads to review budget									
Finalize and Adopt									
City Manager finalizes recommendations									
City Manager's proposed budget presented to the City Council									
City Manager's proposed budget available for public comment									
City Council's review and input									
Budget advertised in local paper									
Public hearing									
Adoption of the budget									

Operating Budget Process

Revenue

The City Manager and the Finance Department, in consultation with the Treasurer and Commissioner of the Revenue, will prepare operating revenue projections for the General Fund. For all other funds, the Department Directors will be responsible for projecting revenue for the fiscal year.

Fiscal Year 2018 Revenue Projections: Revenue projections should be developed by evaluating such factors as historical performance, anticipated changes in the revenue source, and changing economic conditions. The department preparing the projection should document the method used to project revenue. This information is a matter of public record and should be available if a request for the information is made. If you need assistance, please contact the Finance Department.

Budget Level Data Entry: Revenue projections will be entered into the appropriate budget level for the fiscal year. See Section 7, Data Entry Instructions, for details on how to enter the data.

Budget Reports: Revenue reports do not need to be submitted in hard copy to Finance. On the deadline date outlined in the budget calendar, Finance will close data entry access and print the reports to review. To print a hard copy report for your use, select the following report:

[CBRVDET City FY 2018 Projected Revenue](#)

Printing instructions are outlined in Section 7, Data Entry Instructions.

Personnel Expenditures

The Finance Department will complete the Personnel Budget for fiscal year 2018, using the HTE Budget Module. Your input is required as follows:

Position Allocation Chart: The Finance Department will distribute a copy of this chart for your review. This chart lists all positions allocated for your department, funded and unfunded. Please review this chart for accuracy, including the number of positions and titles approved for your department. To review the current grades for the positions on the chart refer to the Position Classification and Pay Plan listing on the City's internal website at <http://internal.winchesterva.gov/wp-content/uploads/Pay-Plan-FY2017-2.pdf>. If you find any discrepancies, please forward any corrections to the Finance Department.

Other Payroll Items:

- **Part-time Wages:** In most cases, non-classified part-time budgets are based on a total dollar amount available instead of the number of positions. Recreation aides of various types are one example. In these instances, it is difficult to specify a fixed number of positions. In such cases, the department may request a fixed amount of funding for the non-classified part-time budget. If you anticipate such a need, and are not currently approved for such funding, complete the Classification Action form discussed below. If you would like to request additional part-time funding include the requested increase and justification with your budget submission.
- **Overtime:** In the budget, overtime is assigned as a fixed amount based on past performance and anticipated future needs as approved by the City Manager. If an amount is shown in the current payroll budget for your department, please review and if an increase is requested, include a justification for the change with your budget submission.
- **Tuition Assistance:** The City does have an active Tuition Assistance Program as outlined in section 31 of the Comprehensive Employee Management System. If you have employees who would like to take advantage of this program please submit your request for funding with your budget submission.

Request for Classification Action: If you are requesting changes in staffing levels, use the Request for Classification Action form that follows. The form is available in Word format on the City's internal website. Complete the information for each staffing position that you are requesting to be added, deleted, or changed. Changes may include, but are not limited to, such actions as a reclassification from part-time to full-time, or changes in pay grade or position title.

Salary Increases: **Do not** include any standard salary increases in your requests. **Do** include any items that may increase an individual's base salary such as earning a certification that will increase pay, career development, or any other anticipated promotional increases. You are encouraged to contact the Finance Department for assistance with the submission of these increases.

Benefits: Benefit costs such as FICA, pension, and workers compensation will be calculated by the system.

Finance will prepare the Personnel portion of the budget, based on your input and on the City Manager's approval. When the initial decisions have been made, and data processed, you will receive updated reports for review and verification.

Personnel budget requests and forms should be submitted to the Finance Department on the date specified in the Budget Calendar (see page 2).

CITY OF WINCHESTER REQUEST FOR CLASSIFICATION ACTION

DEPARTMENT: _____ DATE OF REQUEST: _____

REQUEST MADE BY: _____

PERSONNEL ACTION REQUESTED: (Check one)

- Establish new position: _____ (title)
- Reclassify existing position from: _____
- to: _____
- Delete position: _____ (title)

JOB STATUS: (check all that apply)

- Classified
- Temporary/seasonal
- Full time
- Part time (number of hours worked per week): _____

JUSTIFICATION: (complete all)

- State the reason for classification action and the years to be budgeted: (attach additional documentation if needed)

- State the absolute minimum qualifications that an applicant should bring with him/her to satisfactorily perform this job.

- Sketch (or attach) an organizational chart that includes this position.
- Projected salary cost: _____ Projected benefit cost: _____

RETURN TO THE FINANCE DEPARTMENT BY THE DATE SPECIFIED IN THE BUDGET CALENDAR.

Operating Expenditures/Expenses

Each department will start with a “base budget”. A “base budget” is the budget that your department needs in order to continue to provide the same level of services as the prior year. Your FY 2017 Original Budget will be your “base budget” and starting point for your FY 2018 Budget Request. Additional items will cover things such as replacement equipment, new items, or cost increases. These expenditures cover the non-personnel categories, including Contractual Services, Internal Services, Other Charges, Joint Operations, Capital Outlay, and Debt Service. The FY 2018 Budget Requests will be entered directly into the Sungard application as discussed in more detail in Section 7, Data Entry Instructions. You are also required to submit to Finance a justification and prioritization of any changes and/or additions to your base budget.



Budget Reports: Operating expenditure reports do not need to be submitted in hard copy to Finance. On the deadline date outlined in the budget calendar, Finance will close data entry access and print the reports for the City Manager’s review. To print a hard copy report for your use, select the following report and follow the printing instructions in Section 7:

[CBDEX](#)

[City FY 2018 Expenditure Requests](#)

Account Numbering: The use of correct account numbers is essential to your budget submittal. Selection of the appropriate account number during the budget process ensures that the City is properly capturing and reporting its activities in accordance with State guidelines. The account number is a fourteen-digit number. An example of the description for each part of the account number follows:

Account Number: 111-4231-442.33-10

Fund:	111	General Fund
Department:	42	Sanitary & Waste Removal
Division:	31	Refuse Collection
Activity:	44	Public Works
Sub activity:	2	Public Works Division
Element:	33	Maintenance Service
Object:	10	Repairs & Maintenance

Section 8, Chart of Accounts, contains a partial listing of account numbers and descriptions to assist you in budgeting to the proper account. If you are uncertain which account to use, please contact the Finance Department to discuss.

Fiscal Year 2018 Operating Budget Request: The fiscal year 2018 Operating budget request will be entered into the Sungard Budget Module by the each Department. The FY 2018 Budget Request should include additions to the base budget and new items. Data entry instructions are included in Section 7. For departments/offices without Budget

Module access, hard copy reports with the requested budget written on the report should be submitted to the Finance Department for entry.

Minor Capital: During this budget process, *minor capital* will be budgeted at the department/division level and is not included in the Capital Improvement Program. *Major capital* projects will be budgeted as part of the Capital Improvement Program (see Section 4). *Minor capital* expenditures have the following characteristics:

- ◆ the item is tangible (touchable),
- ◆ the value is at least \$10,000, but less than \$50,000
- ◆ the life expectancy is at least two (2) years

These minor capital requests are included as part of the Five-Year Equipment Replacement Program. A list of these minor capital additions, and replacements, will be maintained so that purchases can be consolidated to achieve both economies of scale and efficiencies in the purchasing process. Items under \$10,000 are not accounted for as capital. Some items that are under \$10,000 may be designated critical control assets. These assets will be charged to non-capital account numbers, but will be tracked for control purchases as if they were capital items. Items that may be categorized as critical control assets include, but are not necessarily limited to, computers, other small electronic equipment, weapons, some furniture, and radios.

Budget Level and Data Entry: One budget level has been set up for departments to enter their budget requests. The level in the Sungard Budget Module is for fiscal year 2018 Budget Requests, use budget level 30, BR18, FY18 Budget Requests, to input the budget data.

Details on entering data using these levels are provided in Section 7 of this manual.

Performance Measures: Each department should have performance measures that report the work performed and the results achieved in the department. These measures should be tied to the City's Strategic Plan and provide a meaningful way to access the effectiveness and efficiency of your department. For more information contact the Finance Department.

Five-Year Equipment Replacement Plan

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 current plan “FY17-21 Equipment Replacement Plan” is available on the City’s website in the FY 2017 Budget link. .

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 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.

Equipment Replacement Plan Requests

The Equipment Replacement form that follows should be completed and identify each piece of equipment being requested. The form is available on the City’s internal website/Forms and Publications/Finance/Budget “FY18-22 Equipment Replacement Form”. The deadline for submission of the Five-Year Equipment Replacement form is specified in the budget calendar. Submit your requests electronically by email to Celeste Broadstreet at celeste.broadstreet@winchesterva.gov.

Equipment Replacement Request Form Fiscal Years 2018 – 2022

Department: _____

Budget Code: _____

Fiscal Year 20____:

Current Equipment: _____

Requested Equipment: _____

Cost: _____ Source of Funds: _____

Current Mileage: _____

Justification for Equipment:

Explain why the equipment is needed:

Fiscal Year 20____:

Current Equipment: _____

Requested Equipment: _____

Cost: _____ Source of Funds: _____

Current Mileage: _____

Justification for Equipment:

Explain why the equipment is needed:

Five-Year Information Technology Program

Introduction

For FY 2018, Information Technology is changing the process to refresh the existing Five Year Information Technology Plan (ITP). There will now be two different forms. The first (Project ITP) is similar to what has been used in the past, changing to make more IT specific. It is meant for all new and in process projects. Once implementation is complete, the second form, which is new, will be used to capture the Software as a Service and Hardware/Software maintenance items. Each Project ITP form should be completed in sufficient detail to provide decision-makers with adequate information about the project, its purpose/benefit, and the implementation and operational cost. Council will appropriate the projects scheduled for the first year of the ITP at the same time the Operating Budget is approved. The projects scheduled in the next four years of the ITP are included for planning purposes. The information shown in Prior and Future Years is 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. This year we will use a different form to capture the Hardware and Software maintenance contracts and Hardware and Software subscriptions and usage fees.

Defining Information Technology Outlays

All information technology project related expenditures, irrespective of magnitude, will be included in the draft plan. For FY 2018, the City will continue to centralize print device procurement and technology related maintenance and support contracts in the Information Technology budget. Do not include day to day supplies. Include:

- City-wide projects
- Department unique projects
- Printer hardware replacements
- Infrastructure
- Software replacements and additions
- Hardware additions

Hardware replacements will be handled by the existing hardware refresh program. Requests for computer additions, including those needed to support a new position request, should be made using the ITP form. All requests will be prioritized and funded based on available funding. During the budget process, funding for approved requests will show in a special IT department line item to ensure visibility.

Information Technology Requests

The ITP form that follows should be completed for each technology project being requested. The Software as a Service/Hardware Software Maintenance form should be completed as one for each department/agency. The forms are available in Excel format on the City's internal website/Forms and Publications/Finance/Budget. The deadline for submission of the Five-Year Information Technology Program is specified in the budget calendar. Submit your requests electronically by email to Information Technology at itplan@winchesterva.gov

Completing the ITP Form

- ◆ **Department:** This field must be completed. Please specify the department name *that is requesting the Information Technology project.*
- ◆ **Project Title:** This field must be completed. Please specify the item or project name, such as Contact Management software or Fire and Rescue mobile data computers.
- ◆ **Executive Sponsor:** Who is the primary person for IT to contact regarding the project? This person will need to justify the project during the budget approval process. This person is the decision maker for scope of requirements decisions.
- ◆ **Project Procurement and Implementation Cost:** The sections of this table on the form are defined below.
 - **Source of Funds:** Show the allocation of the cost of the project by funding source. For example, if a \$1 million project is funded 50/50 by the State and City, indicate \$500,000 in the fiscal year column and row under **Other** labeled State, and \$500,000 in the **General** row.
 - **FY 2018 through FY 2022:** Indicate the amount of each project to be expended in fiscal year column when the funds are requested.
 - **Prior Years:** This column shows prior costs incurred for those projects that began before the five-year ITP, but will also incur costs during an ITP year.
 - **Future Years:** This column shows future anticipated costs for those projects that are started during the five-year ITP, but will be completed in a future year.
 - **Project Total** column and **Total** row: These fields have formulas in them, which will automatically add the column or row totals.
- ◆ **Post Go-Live Projected Annual Operating Costs:** To plan the budget appropriately, the requestor should evaluate whether the project will impact current and future operating costs, and specify an estimate of that impact. If the project is approved in the first two fiscal years of the ITP, these operating costs should be included in the Operating portion of the budget.
- ◆ **Project Description:** This section should include a project description that provides decision-makers and other stakeholders with adequate information to understand the request.
- ◆ **Strategic Plan Goal/Objective:** Specify why this project is important, and how it will benefit the City.
- ◆ **Justification:**
- ◆ **Project Status:** Give the project status, such as new purchase, new construction, or renovation. However, in some cases the project is already underway, and a brief status of the project should be given. For example, for a construction project already underway, the status may be "Project design completed in the last quarter of fiscal year 2011. Bids will be advertised and a contractor selected by the beginning of fiscal year 2012."
- ◆ **Identify Other Involved Departments/Agencies:** If there are any other departments that need to be included to properly implement this project, please list them. This will allow better planning for all projects. If there are none, please put N/A.
- ◆ **Known Dependencies:** If there are any dependencies, please list them. This could be that we cannot implement the solution until a certain on-going project is complete or we are waiting on a state or federal agency to complete something before we can begin. If there are none known, please put N/A.

Be as concise as possible while ensuring adequate information is provided. You should maintain any backup documentation regarding the pricing or specifications used in determining your requests.

Completing the Software as a Service/Hardware Software Maintenance Form

- ◆ **Department:** This field must be completed. Please specify the department name *that is requesting the Information Technology project.*
- ◆ **Acct (3128 or 3325):** Enter 3128 for Software as a Service (software subscriptions) or 3325 for Hardware/Software maintenance.
- ◆ **Vendor:** Enter the vendor name who will be paid for the service
- ◆ **Description:** Enter the product or service description. If the vendor is not the same as the “manufacturer”, enter the manufacturer here as part of the description. (I.e. IT pays CDWG for our MalwareByte maintenance. The vendor would be CDWG. The description would say MalwareByte Enterprise maintenance)
- ◆ **Actual/Budget Current Yr Amount:** Put in the actual amount expended, if already procured, or the budgeted amount for the current year.
- ◆ **FY Incr/Decr % and Amounts:** There are 5 years of Incr/Decr % and amounts. If you enter a percentage in, the amount will calculate based on the prior column, so if you enter a % for FY 19, it will calculate based on FY 18’s calculated number). You can also just enter an amount directly. Enter 0 if there will be no monies necessary in a year or if the use of the product has come to the end of its life and it is being replaced.
- ◆ **Strategic Plan Goal/Objective:** Enter the Goal and Objective from City Council’s Strategic Plan that this service is helping to attain.
- ◆ **Justification:** Enter a brief description as to why this service is still required.

**FIVE-YEAR INFORMATION TECHNOLOGY PLAN
FISCAL YEARS 2018 - 2022**

Department:

Project Title:

Executive Sponsor:

Procurement and Implementation Costs								
SOURCE OF FUNDS	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Future Years	Project Total
General								\$ -
Other:								\$ -
								\$ -
								\$ -
								\$ -
Post Go-Live Projected Annual Operating Costs								
General								\$ -
Other:								\$ -
								\$ -
								\$ -
TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Project Description:

Strategic Plan Goal/Objective:

Justification:

Project Status:

Identify Other involved Departments/Agencies:

Known Dependencies:

Five-Year Capital Improvement Program

Introduction

The Five-Year Capital Improvement Program (CIP) will be completed on the enclosed form. The form includes five sections, which are described herein. Each section should be completed in sufficient detail to provide decision-makers with adequate information about the project, its purpose/benefit, and the implementation and operational cost. Council appropriates the projects scheduled for the first year of the CIP at the same time the Operating Budget is approved. The projects scheduled in the next four years of the CIP are included for planning purposes. The information shown in the Prior and Future Years columns is 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 Outlays

As discussed in Section 3, Operating Budget Process, only major capital items are included in the Capital Improvement Program (CIP). *Major capital* outlays are defined as follows:

- ◆ the item is tangible (touchable),
- ◆ the value is \$50,000, or more, and
- ◆ the life expectancy is at least seven (7) 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, as refuse truck, water line replacement project, and construction of a parking garage. If in doubt as to whether an item should be charged as a capital cost or an operating cost, or if it is major or minor capital, please contact the Finance Department.

Capital Project Requests

The CIP form that follows should be completed for each capital project being requested. The form is available in Excel format on the City's internal website/Forms and Publications/Finance\Budget\CIPformFY18-22.xls. The deadline for submission of the Five-Year Capital Improvement Program is specified in the budget calendar. Submit your requests electronically by email to Celeste Broadstreet at celeste.broadstreet@winchesterva.gov.

Completing the Form

- ◆ **Fund & Department:** This field must be completed. Please specify the Fund name and number and the department name *that is responsible for providing the source of funding for the project.*
- ◆ **Project Title:** This field must be completed. Please specify the item or project name, such as Ambulance or Parking Garage
- ◆ **Project and/or Work Order Number:** If already assigned, please provide this information. New projects will not have these numbers assigned; therefore, they need not be included at this time.
- ◆ **Budget Code:** This code will be the one associated with the fund where the charges will occur. If the code is already available, please specify the number. If it is not available, provide the first ten digits of the account number (see Section 3 for account number description). On new projects, the last four digits of the account number may not be assigned until such time as the project has final Council approval, and the request for proposal has been issued, or the contract has been awarded.
- ◆ **Project Cost:** The sections of this table on the form are defined below.
 - **Source of Funds:** Show the allocation of the cost of the project by funding source. For example, if a \$1 million project is funded 50/50 by the State and City, indicate \$500,000 in the fiscal year column and **State** row and \$500,000 in the **City** row.
 - **FY 2018 through FY 2022:** Indicate the amount of each project to be expended in fiscal year column when the funds are requested.
 - **Prior Years:** This column shows prior costs incurred for those projects that began before the five-year CIP, but will also incur costs during a CIP year.
 - **Future Years:** This column shows future anticipated costs for those projects that are started during the five-year CIP, but will be completed in a future year.
 - **Project Total** column and **Total** row: These fields have formulas in them, which will automatically add the column or row totals.
- ◆ **Location Map:** This box is available to add a location map for additional clarity. If applicable, the Planning and GIS Departments may be able to assist with this element.
- ◆ **Projected Annual Operating Costs:** To plan the budget appropriately, the requestor should evaluate whether the project will impact current and future operating costs, and specify an estimate of that impact. If the project is approved in the first two fiscal years of the CIP, these operating costs should be included in the Operating portion of the budget.
- ◆ **Project Description:** This section should include a project description that provides decision-makers and other stakeholders with adequate information to understand the request.
- ◆ **Project Objectives/Justifications:** Specify why this project is important, and how it will benefit the City.
- ◆ **Project Status:** Give the project status, such as new purchase, new construction, or renovation. However, in some cases the project is already underway, and a brief status of the project should be given. For example, for a construction project already underway, the status may be "Project design completed in the last quarter of fiscal year 2016. Bids will be advertised and a contractor selected by the beginning of fiscal year 2017."

Be as concise as possible while ensuring adequate information is provided. You should maintain any backup documentation regarding the pricing or specifications used in determining your requests.

**FIVE-YEAR CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2018 - 2022**

Fund & Department:

Project Title:

Budget Code:

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

Location Map:

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

Project Description:

Project Objectives/Justification:

Project Status:

Data Entry Instructions

Budget Worksheets

The budget worksheets include six columns as shown below.

<u>FY 2015 ACTUAL</u>	<u>FY 2016 ACTUAL</u>	<u>FY 2017 Y-T-D ACTUAL</u>	<u>FY 2017 ORIGINAL BUDGET</u>	<u>FY 2018 BUDGET REQUEST</u>	<u>FY 2018 BUDGET INC/(DECR)</u>
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The first three columns include actual historical data and FY 2017 year to date actual expenditures. This data will assist you in your preparation, and guide others in the review of the budget once it is adopted. The fourth column shows the FY 2017 Original Budget, this is the starting point for your FY 2018 budget request.

The next two columns in the budget worksheets are blank. These columns are for your use in completing your budget requests. In the fifth column enter your budget request for each line item which you feel is necessary to continue to provide the same level of service as the year before, plus any new requests. The last column will calculate the difference between the FY 2017 Original Budget and the budget request.

Budget Levels

In the Sungard budget module, one budget level has been set up for the fiscal year. A budget level is a file which holds the data you enter for both revenue and expenditures account numbers. These account numbers contain a field in which the amount of the budget request can be entered.

Budget Input

To enter the budget request data, follow these steps:

Step 1: Select - Financial Systems
Select - GMBA Main Menu
Select - Budgeting Menu
Select - Budget/Estimate Entry

Step 2: Select the budget level for the data you are entering. You will see the following levels. Select the desired budget level. Proceed to Step 3.

<u>Budget</u>	<u>Seq</u>	<u>Level</u>	<u>Description</u>
FY 2018 Budget Request	30	BR18	FY 2018 Budget Request

Step 3: The account numbers for which you are authorized will be shown. Highlight and select each account number you wish to enter an amount for; **or**

highlight an account number and select the option “All accounts from this point” the system will cycle through the numbers in numerical order.

Step 4: Key in the budget amount (*whole dollars only, no decimals*) in the Budget/Estimate Amount field. Select enter to proceed to the next line item. This step is essential to update the system with your input.

Step 5: Complete data entry for all items for which budgeted amounts are required. Once an account number shows a budget request, a YES will be displayed beside that account number at the budget level account number listing.

Printing Reports

Once you have entered the data for the fiscal year, you may wish to print a report to review. To print the report for your Operating Budget Request, follow the steps below. For the HTE Main Menu, select:

GMBA Main Menu
Budgeting Menu
Print Worksheets

Select the name of the report desired. There is one report for revenue and one for expenditures. The reports are as follows:

Revenue	CBRVDET	City FY 2018 Projected Revenue
Expenditures	CBDEX	City FY 2018 Expenditure Requests

A second screen appears. Only the fields at the bottom of the screen for Account Range need to be completed. Specify the account number range of the department/division that you wish to review. For example, to print just the Finance Department budget, the following account number range would be entered:

From:	111-1243-414.00-00
To:	111-1243-414.99-99
Type:	Selective

Note that for the last four digits of the account number used above the “from” is all zeros and the “to” is all nines. Using this convention will result in a report, which selects all numbers in the selected department/division.

Partial Listing of Key Expenditure Accounts & Descriptions

Account	Description	Note: Accounts in all CAPS are header accounts, and not used in budget.
2820	<i>Tuition Assistance</i> – Payments to employees to assist with payment for college credit courses. Payments for conferences or training sessions, other than college credit, are classified as 5540.	
3100	PROFESSIONAL SERVICES – Services acquired from outside sources.	
3110	<i>Medical, Dental, & Hospital</i> – Payments for medical, dental and hospital services, such as employee physicals.	
3111	<i>Medical Examiner-Coroner</i> – Services from the Medical Examiner.	
3120	<i>Accounting and Auditing</i> – Costs incurred for independent certified public accountant services.	
3130	<i>Management Consulting</i> – Costs incurred for consulting services, such as economic analysis or other management information not otherwise classified.	
3140	<i>Engineering & Architect</i> – Costs incurred for engineering and architectural services.	
3150	<i>Legal Services</i> – Costs incurred for legal services.	
3170	<i>Other</i> – Other professional services not otherwise classified, such as veterinarian services, computer consulting, interpreter services or credit bureau services.	
3177	<i>Onsite Training</i> – Costs incurred for an on-site trainer or facilitator.	
3200	TEMPORARY HELP – Fees paid to outside vendors for providing temporary personnel services.	
3211	<i>Instructors</i> – Dance, Swim, Tennis, etc, includes individuals or groups.	
3215	<i>Employment Agencies</i> - Temporary personnel through agencies such as Unistaff, LLC.	
3220	<i>Boards/Commission Members</i> – Includes payments to Electoral and Equalization Board members.	
3300	MAINTENANCE SERVICE - Payments for repairs to structures or equipment. Does not include extensive repairs, such as which would represent additions or improvements considered capital outlay.	
3310	<i>Repairs & Maintenance</i> - Costs incurred for “as needed” repair and maintenance of buildings and equipment. Including regularly scheduled or recurring maintenance or service contracts, such as janitorial services, alarm monitoring, elevator inspections, plant maintenance and pest control.	
3311	<i>Landscaping</i> – Costs incurred for landscaping services, including contracts	
3315	<i>Vehicle Repairs/Maintenance</i> – Costs incurred for repair and maintenance of motor vehicles, including towing and car washing.	
3323	<i>Mowing & Trimming</i> – Costs for the mowing & trimming, including contracts.	
3325	<i>Computer Hardware/Software</i> – Costs for the maintenance and service of computer hardware/software, including contracts.	
3326	<i>Street Striping</i> – Includes costs for routine street striping.	
3327	<i>Sidewalk Repair</i> – Includes costs for routine maintenance or repair of damaged sidewalk sections.	
3328	<i>Roadside Maintenance</i> – Includes costs for general repair of damaged or deteriorated roadsides.	
3330	<i>Resurfacing/Planing</i> - Includes cost for routine resurfacing and roadway maintenance.	

Account **Description** **Note: Accounts in all CAPS are header accounts, and not used in budget.**

3500 **PRINTING & BINDING**

3501 *Printing & Binding* – Costs of printing, binding and other reproduction services which are contracted for or purchased from outside vendors.

3600 **ADVERTISING**

3601 *Advertising/Local Media* – Costs incurred for legal or promotional advertising or media coverage, including employment ads and notice of public hearings.

3700 **LAUNDRY AND DRY CLEANING**

3701 *Laundry and Dry Cleaning* – Costs incurred for services rendered by a commercial establishment.

3800 **PURCHASED SERVICES OTHER GOVERNMENT** – Payments for services purchased from other governments on a contract or fee basis.

3805 *Other* – Government services not classified elsewhere.

3810 *Tuition* – Paid to other governmental entities or agencies, including Lord Fairfax Community College.

3844 *Sanitary Landfill Usage* – Frederick County Landfill charges.

3851 *State Computer Services* – Payments made for online computer services, such as DMV.

3852 *Joint Judicial Center* – Costs incurred for shared personnel and operations.

3890 *Contracted Parking* – Payments for employee parking.

3900 **PURCHASED SERVICES OTHER**

3905 *Other* – City Councilor salaries.

3910 *Microfilm* – Payments to outside vendors for the microfilming of records.

3915 *Billing Service* – Payments to outside vendors for billing services.

3920 *Refuse Service* – Costs incurred for the pick-up and disposal of refuse and recycling from an outside vendor.

3922 *Lab Services* – Payments to outside vendors for lab testing services. Does not include materials or supplies.

3945 *Clean-up Private Parcels* – Payments made to outside vendors for the clean-up of private property.

3948 *Food Services* – Payments made to outside vendors for food preparation services including catering.

4000 **INTERNAL SERVICES** – Charges for services from one City department/division to another department/division.

4202 *Motor Pool Equipment Fund Vehicle Rental* – Internal charges for the lease/rent of city vehicles.

4203 *Motor Pool Equipment Fund Maintenance/Fuel* – Internal charges for parts, labor and fuel of vehicles serviced.

4602 *Copier Charges* – Internal charges for use of city copiers.

5100 **UTILITIES**

5110 *Electrical Services*

5120 *Heating Services* – Including gas, coal and oil.

5130 *Water & Sewer*

Account	Description	Note: Accounts in all CAPS are header accounts, and not used in budget.
5200	COMMUNICATIONS	
5210	<i>Postal Services</i> – Costs incurred for postage, express charges and overnight services including stamped envelopes, postage meter rent and permit fees.	
5230	<i>Telecommunications</i> – Costs incurred for telephone, cellular telephone, cable and internet services.	
5300	INSURANCE (for detail contact Finance Dept.)	
5400	LEASES & RENTALS – Includes operating leases and rent. Does not include capital leases or lease purchase agreements.	
5410	<i>Equipment</i> – Rent or lease of machinery and equipment.	
5411	<i>Office Equipment</i> – Rent or lease of office equipment, such as Xerox rental.	
5420	<i>Buildings</i> – Rent or lease of buildings.	
5422	<i>Parking Lots</i> - Rent or lease of parking lots.	
5424	<i>Land</i> – Rent or lease of land.	
5500	TRAVEL	
5510	<i>Mileage & Transportation</i> – Mileage reimbursement for use of private vehicles in performance of City business; public transportation expenses such as airline fares, taxis, tolls, parking charges and vehicle rental.	
5540	<i>Subsistence, Convention & Training</i> – Per diem meals, lodging, registration fees for seminars, training classes (not sponsored by the City), and other educational costs. Does not include college credit courses.	
5700	PUBLIC ASSISTANCE PAYMENTS – (for detail contact Finance Dept.)	
5800	MISCELLANEOUS	
5810	<i>Dues & Association Memberships</i> – May also include periodic publication related to these memberships.	
5840	<i>Court Filing Fees</i> – Fees paid to file legal documents with the court.	
5845	<i>Parks & Recreation Activities</i> – Payments to any outside vendor for amusements or entertainment not otherwise classified, such as bowling. Does not include supplies or materials.	
5871	<i>Entertaining Visitors</i> – Payments for City visitors and job applicants.	
5872	<i>Misc Charges & Fees</i> - Payments not otherwise classified, such as booth rentals and vehicle registration fees.	
5873	<i>Moving expenses</i>	
5874	<i>Background Checks</i> – Payments to any outside vendor for services, such as background checks, such as hand gun permits. Does not include material or supplies.	
6000	MATERIALS & SUPPLIES – Includes articles and commodities that are consumed or materially altered when used and minor equipment that is not capitalized.	
6001	<i>Office Supplies</i> - Costs for materials and supplies such as pens, pre-printed forms, paper, envelopes, and folders. Included also are furniture and equipment items under \$5,000 in unit value.	
6002	<i>Food & Food Service Supplies</i> – Food and beverages for human consumption and all items used for preparing, cooking and serving: includes coffee, water products, dishes and items for resale.	

Account	Description	Note: Accounts in all CAPS are header accounts, and not used in budget.
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6003	<i>Landscaping/Agricultural Supplies</i> – Items used in landscaping and in the production, care and treatment of plants and animals. Includes small tools that are used in these activities and require frequent replacement, such as gardening tools.	
6004	<i>Medical & Laboratory</i> – Includes drugs, medical appliances and aids, dental supplies, and other medical and laboratory supplies.	
6005	<i>Laundry & Janitorial</i> – Includes soaps and other cleaning preparations, waxes, disinfectants, building insecticides, mops, brooms, electric bulbs, toilet tissue and towels, and other disposable items.	
6007	<i>Repair & Maintenance</i> – Includes building materials and supplies, paints and painting supplies, plumbing supplies and electrical supplies.	
6008	<i>Vehicle & Equipment Fuels</i> – Gas, oils and other fuels used in operation of vehicles and powered equipment.	
6009	<i>Vehicle/Equipment Supplies</i> - Materials and supplies used exclusively in the repair and maintenance of vehicles and powered equipment. Includes such items as tires, spark plugs, batteries and chains.	
6010	<i>Police Supplies</i> – Includes such items as guns, ammunition and nightsticks.	
6011	<i>Uniforms & Apparel</i> – Clothing or apparel purchased by the locality for employees or inmates. Includes boots, shoes, belts, shields, badges, and safety equipment.	
6012	<i>Books & Subscriptions</i> - Includes books, or sets of books, and subscriptions for magazines and newspapers.	
6014	<i>Operating Supplies</i> - Cost for materials and supplies such as toner cartridges, batteries, film, pagers and radios.	
6015	<i>Merchandise for Resale</i> – Supplies, materials, or equipment purchased for resale in substantially the same form as purchased.	
6021	<i>Cigarette Tax Stamps</i>	
6022	<i>Streets & Sidewalks</i> – Costs for materials and supplies used in the repair and maintenance of streets and sidewalks.	
6023	<i>Chemicals</i>	
6026	<i>Computer Hardware/Software & Supplies</i> – Purchase of computer hardware, software, or supplies, except major system purchases that may be capitalized. Includes computer equipment, word processing, spreadsheet, and data base programs.	
6039	<i>Awards, Plaques & Other</i>	
6048	<i>Animals</i>	

CAPITAL OUTLAY – Outlays which result in the acquisition of or addition to fixed assets. A fixed asset includes machinery, equipment, furniture, fixtures, buildings, and related items that cost in excess of \$10,000 and last in excess of two years. Capital outlays are charged to the purchasing fund, except for the purchase of major capital facilities which are reflected within capital project funds.

8100	REPLACEMENT – Includes only those unit purchases for the replacement of an <u>existing</u> item over \$10,000.
8101	<i>Machinery & Equipment</i> – Property that does not lose its identity when removed from its location and is not changed materially or consumed immediately by use (within one year).
8102	<i>Furniture & Fixtures</i> – Includes such items as office furniture and building fixtures that are not intended to be removed.
8105	<i>Motor Vehicle & Equipment</i> – Used for items which transport persons or objects.

Account	Description	Note: Accounts in all CAPS are header accounts, and not used in budget.
8107	<i>Computer Equipment & Hardware</i>	
8200	ADDITIONS	– Includes only those unit purchases of <u>additional</u> items, ones which are not replacing existing assets, over \$10,000.
8201	<i>Machinery & Equipment</i>	- Property that does not lose its identity when removed from its location and is not changed materially or consumed immediately by use (within two years).
8202	<i>Furniture & Fixtures</i>	- Includes such items as office furniture and building fixtures that are not intended to be removed.
8205	<i>Motor Vehicle & Equipment</i>	– Used for items which transport persons or objects.
8207	<i>Computer Equipment & Hardware</i>	

Other capital line items are available. Please contact Finance for specific requests.