



# Report of Progress

## The City of Winchester Focuses on the Future

The City of Winchester is making great strides in its continual goal of maintaining a beautiful, efficient, productive, and smart community of which everyone can be proud. All progress made in 2005 is a true testament to Winchester's overall mission of "providing quality services to our citizens in a cost-effective, efficient and courteous manner, while anticipating the future needs of our community." There are too many City projects, programs and accomplishments in 2005 to highlight in this report. Therefore, the 2005 Report of Progress focuses on the following:

- All-America City Designation
- City Reorganization
- Transportation and Road Improvements
- Regional Jail Expansion
- Recreation Improvements
- Council Election Changes
- Town Run Utilities Project
- School Facility Renovations/Additions
- Affordable Housing
- City/County Unification

Thank you for your continued support.



City of Winchester

15 North Cameron Street, Winchester, VA 22601  
540-667-1815 • TDD 540-722-0782  
www.ci.winchester.va.us



## Winchester City Council

City Council meetings are public and held on the second Tuesday of each month at 7:00 p.m. in the Council Chambers on the 2nd floor of Rouss City Hall, 15 North Cameron Street.



**MAYOR**  
Elizabeth Minor  
695 Woodland Avenue  
662-2279  
mayorminor@ci.winchester.va.us

**COUNCIL PRESIDENT**  
Charles Gaynor (R-04)  
1601 Handley Avenue  
662-7395

### FIRST WARD REPRESENTATIVES

Stephen Bauserman	(D-02)	611 South Braddock Street	667-6366
Glen Burke	(R-02)	605 South Stewart Street	667-6773
Michael Butler	(R-02)	2653 Windwood Drive	662-4602
Timothy Coyne	(D-04)	440 Miller Street	722-3808
Stewart Masters	(R-04)	900 Breckinridge Lane	662-4337

### SECOND WARD REPRESENTATIVES

Jeffrey Buettner	(R-02)	331 North Braddock Street	722-0411
Carolyn Griffin	(R-04)	205 Fairmont Avenue	662-6540
Richard Helm	(R-04)	116 Academy Lane	662-7978
Rick Nelson	(R-04)	4 Gibbons Street	722-2573
Philip Pate	(D-02)	453 North Braddock Street	722-6320
Theodora Rezba	(D-02)	1009 Caroline Street	662-1223

FOCUS

1

“The All-America City Award is America's original and most prestigious community recognition award. Since 1949, the All-America City Award has encouraged and recognized civic excellence, honoring communities of all sizes in which community members, government, businesses and non-profit organizations work together to address critical local issues.”

- National Civic League, 2005



Our Health, Inc.



Mission: Communicate



Boys & Girls Club

Photo provided by The Winchester Star

# Recognizing Progressive Programs, Partnerships and Civic Excellence

To be considered for the All-America City award, communities submit nominations detailing three projects: two that address pressing issues and one that concerns youth. In 2005, Winchester nominated Our Health, the City of Winchester's Mission: Communicate Initiative, and the Boys & Girls Club.

### Our Health, Inc.

Our Health provides free or inexpensive health and human services to the region's uninsured and underserved individuals and families. Six non-profit organizations are housed in two state-of-the-art buildings on the Our Health Community Services Campus located at 329 North Cameron Street: United Way of Northern Shenandoah Valley, Literacy Volunteers, Healthy Families, Free Medical Clinic, Child Parent Center, and Concern Hotline.

### Mission: Communicate Initiative

This initiative consists of three City investments that

address the language barrier between service providers and the City's growing non-English speaking population. These investments include:

- 1) Language Line - 24 hour, 7 day a week, toll-free number City employees can call when a trained interpreter is needed to communicate with customer or resident who does not speak English.
- 2) DENADA video - An informative video, narrated in Spanish, to inform Spanish-speaking residents of available services and possible scenarios that they may encounter when visiting service agencies
- 3) Command Spanish training - All City employees are required to take the four week Command Spanish training course which teaches certain job-specific phrases in Spanish

### Boy's & Girls Club of NSV/ Caretaker's Unit

The Boys & Girls Club, located in the Douglas Learning

Center at 598 North Kent Street, provides after school recreation and tutoring services to area youth. The Club, originally called Caretaker's, became a Boys & Girls Club in 2004 and offers children a safe place to go after school to positively interact with their peers and receive one-on-one help with homework.

The City was announced as a finalist in late March, along with 29 other communities from across the country. After much preparation, a 32-member team of City employees and community members traveled to Atlanta, GA in June to compete for the award. The competition included a ten-minute presentation to a panel of AAC judges, a talent show and a trade show. Winchester excelled in all three categories and was selected as one of ten All-America City award winners.

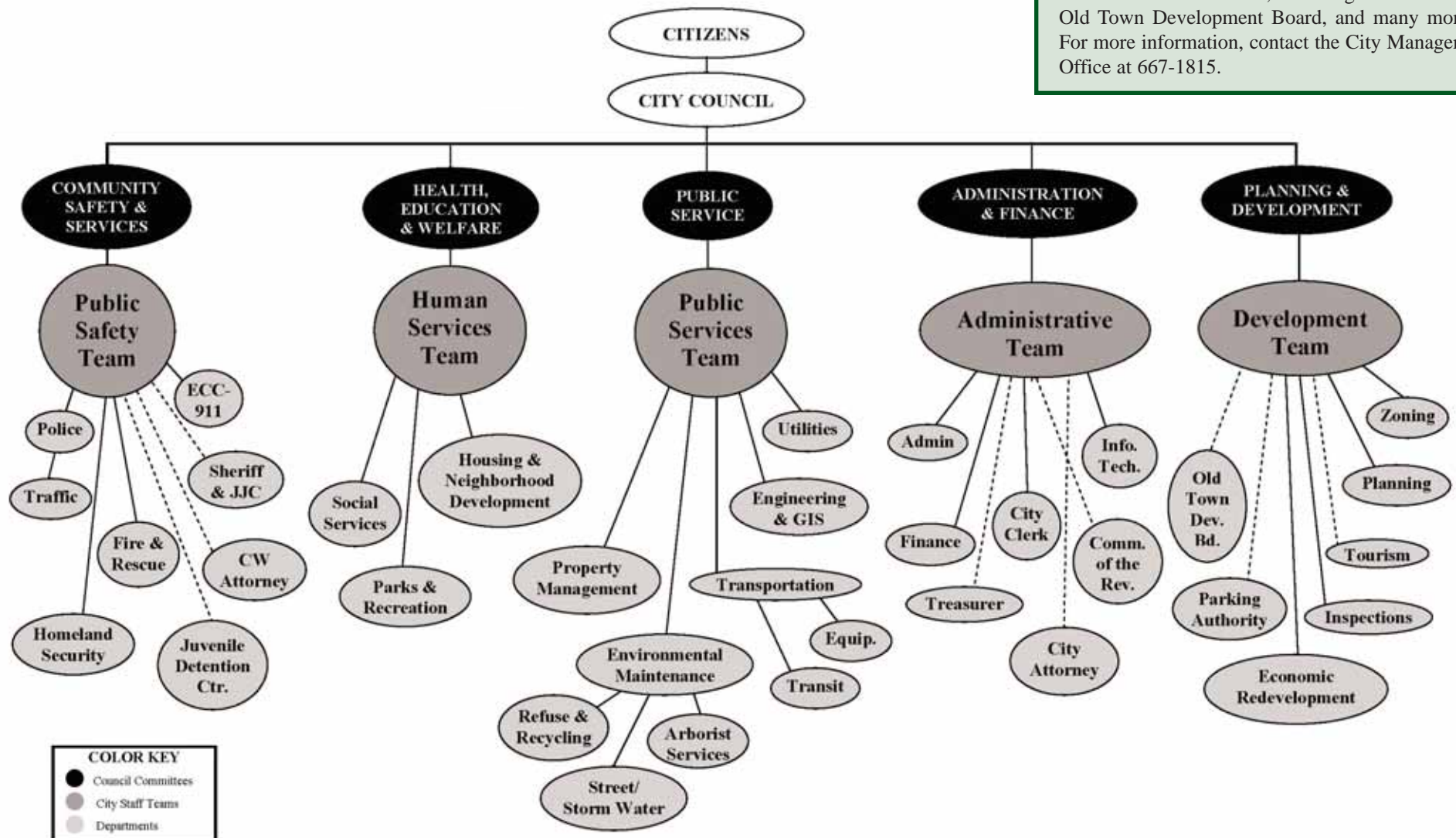


# Improving Efficiency and Customer Service

The City is fortunate to have some of the most experienced and talented employees in municipal government who are dedicated to helping others and improving the quality of life for Winchester residents. However, sometimes departmental boundaries get in the way of our customer service efforts. For example, a department might approve a citizen project or a City contract that conflicts with the activities of another department. In other cases, employees may accidentally end up working against each other because of different job responsibilities. This is an unintended result of everyone trying to do a good job. In order to address these quality customer service concerns, we've adopted a new team approach, which realigned departments into five functional groups: public safety, public services, human services, development, and administrative services (see chart below). This organization model allows for better communication across departmental boundaries, ultimately improving how we deliver services to the public.

## Are you interested in getting involved in City government?

The City is continually searching for Winchester residents who are dedicated to making a difference in our community. Volunteers are needed to serve on City boards and commissions such as Parks & Recreation, Social Services, School Board, Board of Architectural Review, Planning Commission, Old Town Development Board, and many more. For more information, contact the City Manager's Office at 667-1815.



### FOCUS

# 3

# Making a GREAT Place to Live Even BETTER

Winchester is working closely with the Virginia Department of Transportation, Frederick County and the Metropolitan Planning Organization to effectively and efficiently develop and complete each road improvement project. The projects on the map below are part of Winchester's current efforts toward its goal of creating and maintaining a successful transportation system.

## Valley Avenue Widening Project

The City has been working with the Virginia Department of Transportation (VDOT) on the South Loudoun/PaperMill widening project for a number of years. Utility relocation will begin this summer and construction will begin in the summer of 2007. The City's Development and Public Service Teams have been working to enhance traffic flow. The plan will be implemented by the end of this summer to avoid simultaneous construction on South Loudoun/ PaperMill and Valley in 2007-2008.

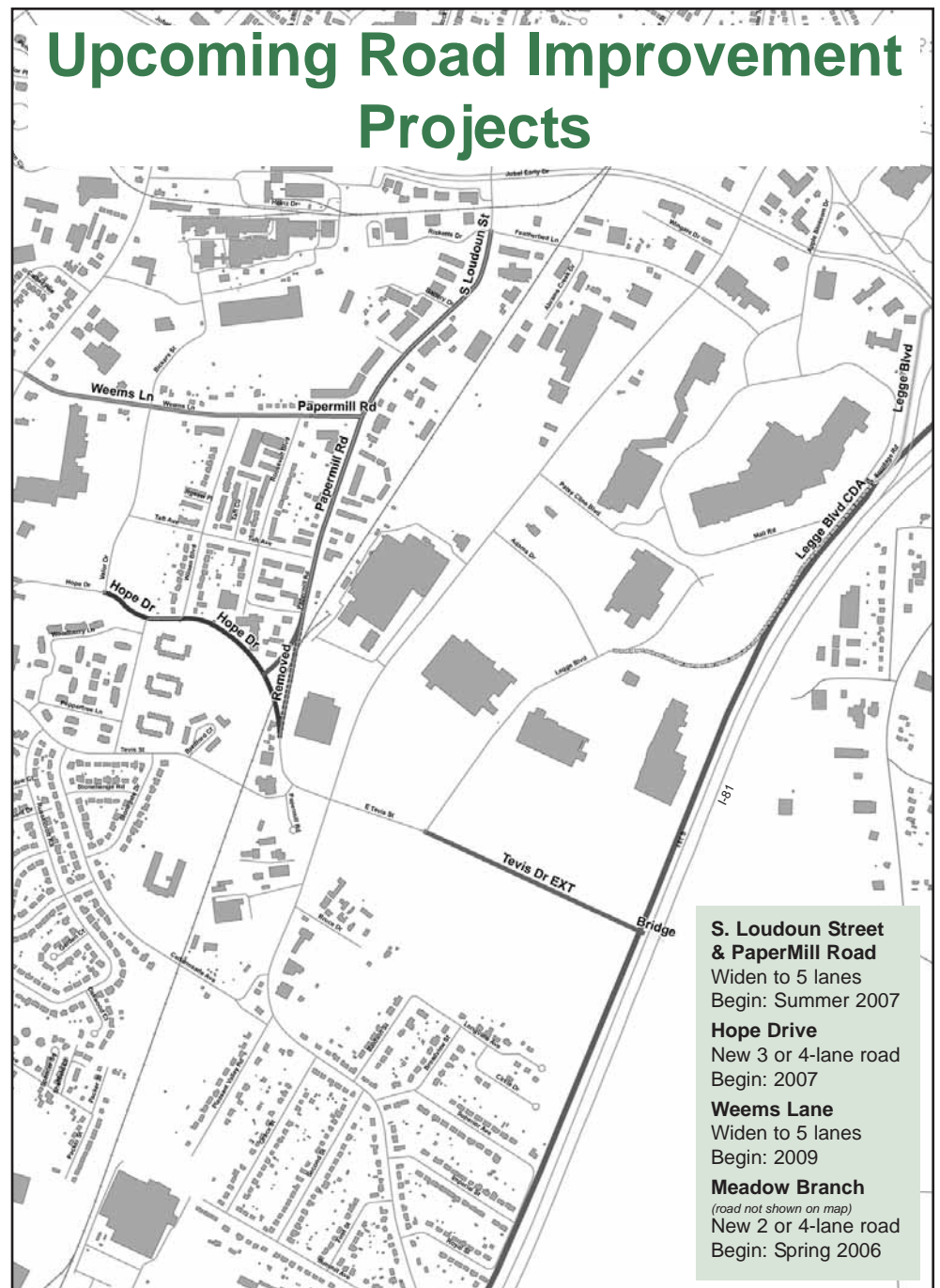
The Valley Avenue project will include a number of mini-projects, including:

- Middle Road to Hope Drive - a locally administered project done to VDOT standards completed by November 2007
- Hope Drive traffic signal - a temporary traffic signal at Hope Drive installed by City staff completed by March 2006
- Closure of Massanutten Terrace at Valley Avenue - addresses the closeness of Massanutten and Hope Drive that will create problems for traffic if left unaddressed, scheduled for completion in May 2006
- Improvements to the Valley Avenue/Tevis Street intersection - installation of a right turning lane to make it easier to access Tevis Street, scheduled for completion March 2006
- Storm Drainage Improvements - pending consultant design
- Pavement Widening Project - helps create better traffic flow by paving the shoulders and increasing the number of lanes available, scheduled for completion summer 2006.
- Sidewalk/Bikeway Addition - helps create better traffic flow by paving the shoulders and increasing the number of lanes available, scheduled for completion summer 2006.

The project will provide paving of the existing shoulders to create four traffic lanes (two northbound and two southbound lanes) for the length of the project, from Hope Drive to the southern City limits. The project also provides for five lanes in major intersections (one lane will be a directional turning lane). This portion of the project is scheduled for completion during the summer of 2006. The installation of curb and gutter, completion of a 5th lane, a multi-use pedestrian bike path, and sidewalks will be completed after final design grades are established this fall. Some improvements may occur through a public-private partnership.

For more information, contact Tom Hoy, Environmental Maintenance Acting Director at 667-1815.

## Upcoming Road Improvement Projects



FOCUS

4



**TOTAL COST** \$22,991,370  
 Project modified in FY05 to include construction of a limited-use housing unit to avoid costs of housing inmates in other jurisdictions. The project is being financed with \$16,560,000 in bond revenue and \$10,000,000 in anticipation notes and investment earnings. The state's share is approximately \$9,607,707. Annual debt service in 2008 and each year thereafter is estimated at \$1,070,000. The City of Winchester's share is estimated at 40.8% or \$456,304.

## Phase IA Community Corrections Center

A 204-bed, 41,179 square foot community corrections center, which will be located on an 11-acre parcel adjacent to the existing jail.

**Features**

- Housing units for work release
- Community inmate workforce
- Substance abuse treatment
- Educational programs
- Vocational programs

Construction began in June 2005 with completion expected in July 2007. When complete, the new facility will provide housing for work release and community workforce inmates and accommodate the jail's substance abuse, educational, and pre-release programs. The existing work release center will be converted to a medium security housing annex.

Final estimated cost is \$9,203,162.

## Phase IB Limited-Use Housing Unit

A 6,000 square foot steel building to temporarily accommodate up to 100 inmates.

This building will house inmates who would otherwise be housed in other jurisdictions at additional expense. Construction began in September 2005 and was completed in January 2006. After completion of Phase II expansion, the building will remain available for inmate work programs until required again for limited-use housing.

Final cost is \$741,133.

## Phase II Existing Jail Expansion

A 96-bed, 32,990 square foot modular direct supervision housing unit.

This unit duplicates the Jail's existing direct supervision unit and will house medium security inmates. Construction will begin in March 2006 and take approximately 14 months to accomplish.

Final estimated cost is \$13,047,075.

### FOCUS

# 5

## Children's Dream

Phase II of Children's Dream Accessible Playground, completed in April 2005, added a gazebo, monkey-bars, see-saws, slides, and climbing equipment to the swing and car installed during Phase I. The Children's Dream Accessible Playground was designed to be used by both disabled and non-disabled children. This gives children an opportunity to be physically active in a safe environment. Now children of all ages and abilities have a fun and safe playground on which to play.

## Discovery Museum

The Winchester Parks and Recreation Department is partnering with the Discovery Museum for the relocation of their new facility in Jim Barnett Park. The Discovery Museum, currently located on the south end of the Old Town Mall, is expected to begin construction in 2007. Construction plans have been designed so that the facility will blend with park surroundings. This new facility will offer many discovery and educational programs for children of all ages.

## Whittier Park

In mid October 2005, the Winchester Parks & Recreation Department held a rededication ceremony for Whittier Park, located on Whittier Avenue. The neighborhood park was updated with new playground equipment, landscaping, and soccer fields. Grading was also conducted in order to improve stormwater drainage.



## Upgrading and Adding Quality RECREATIONAL FACILITIES

## Senior/Recreation Center

The City of Winchester and the Shenandoah Area Agency on Aging have partnered to create a new facility which will provide new leisure space for recreational programs and activities. A 20,300 square foot Senior/Recreation Center will be added to the War Memorial Building in Jim Barnett Park with construction anticipated to begin in Spring 2006 and completed by Spring 2007. Amenities include:

- 6,300 square foot senior activity room with connecting rooms, a commercial kitchen, office space and covered drop off
- 14,000 square foot Recreation Center with an expanded lobby area and a full and half size gym
- Parking and restroom upgrades and additions
- Indoor pool and locker room renovations

This project will meet both the current and future recreational needs, while making it easier for seniors to participate in and enjoy programs and activities that already exist in Jim Barnett Park.



**Senior/Recreation Center  
Total Estimated Cost:  
\$3.4 million**

# BETTER Representation GREATER Results

The Common Council for the City of Winchester has made significant changes. The most dramatic of these changes is its size. Beginning in November 2006, Council size will be reduced from 13 members to 11 members and then further reduced to nine by 2008. This reduction is part and parcel of a new election process due to take effect in 2006. It divides the City into four wards with one polling place in each. Every two years each ward will elect one member of council to serve a four-year term. In anticipation of these changes, the Council passed several ordinances amending our City Charter. In addition, Council has taken this opportunity to update other charter provisions that have become outdated. The sum and substance of these charter amendments are as follows:

## Composition and Election of Council

Changes the composition of council to effect the reduction from 13 to 11 in 2006 and to nine in 2008. Changes the Council election from May to November in an effort to increase voter turnout.

## Budget Cycle

Prior to 2005, the City's budget cycle was on the same cycle as the State of Virginia. Beginning in 2005, the city's two-year budget will start in odd-numbered years instead of even-numbered years.

## Contracting with Council Members

This amendment brings our provision in line with the State and Local Conflict of Interest Act.

In conjunction with these Charter amendments, Council also amended the City Code to reflect these changes, to include the following:

- **Four Election Wards**

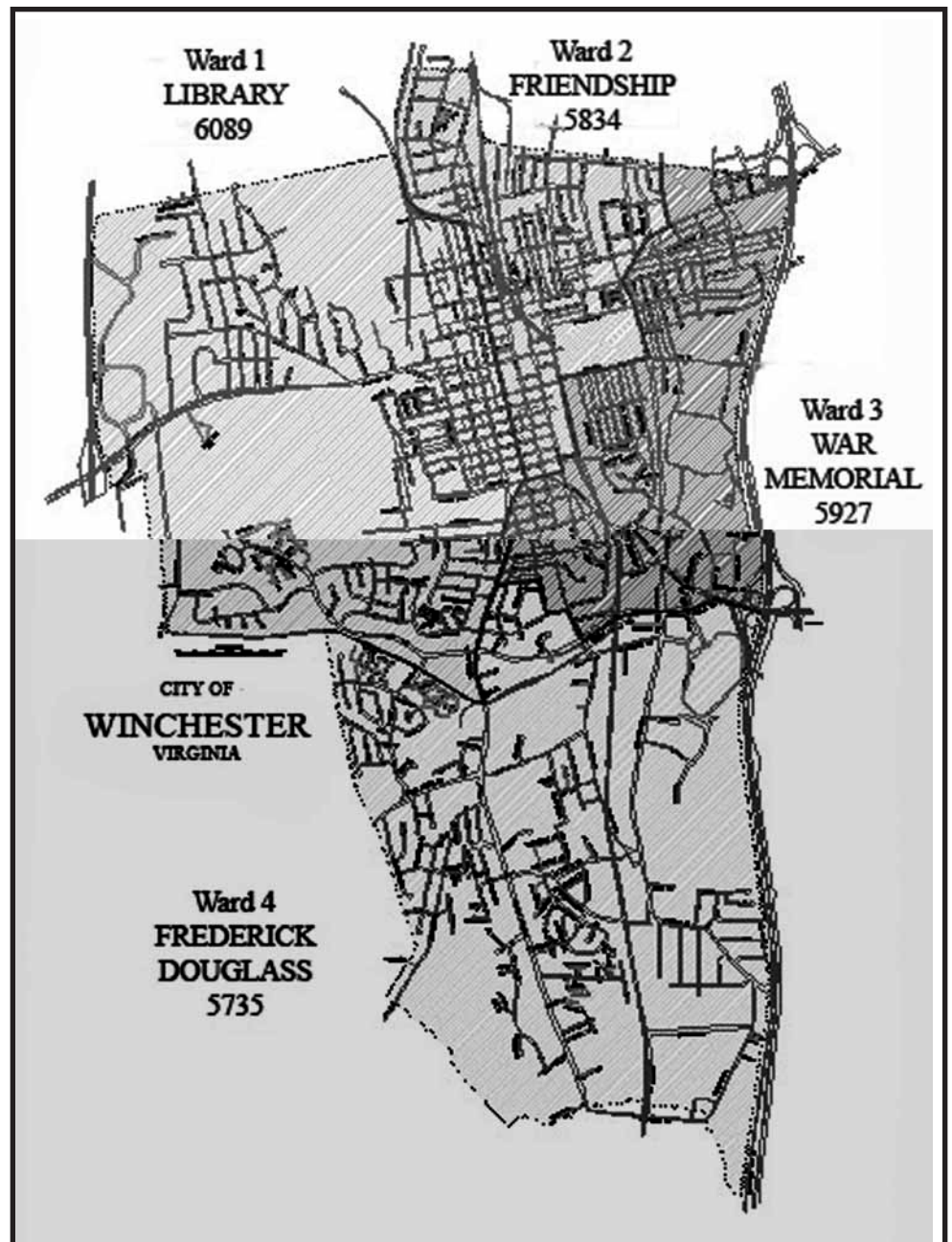
Changes the election wards from two to four. Currently there are six council members from each of the two wards. After the November 2008 election, there will be two council members from each of the four wards.

- **Polling Places** - Amends the City Code to reflect the change in wards from two to four and to designate polling places in each ward.

- **Election Change from May to November**

- **Central Absentee Voter Precinct**

Changes the location of the absentee voter precinct from Rouss City Hall to the Voter Registrar's Office at 107 North East Lane (545-7410).



### FOCUS

# 7

Making Winchester a better place to live with beautiful features and safe, efficient water systems.



BEFORE

## Community Appearance & Safety Improvements



AFTER

In 1994, the City of Winchester agreed to provide the Winchester Medical Center (WMC) with an upgraded sanitary sewer system. The City and WMC are sharing the cost. The project, which goes from WMC to Cameron Street and includes other street and streetscape improvements, neared completion in 2005. The final section of Phase II is expected to be completed in late Spring 2006.

#### PHASE I

Winchester Medical Center to Amherst Street near the Calvary Baptist Church. Phase I was completed in August 1998.

#### PHASE II

Amherst Street near the Calvary Baptist Church to Boscawen and Cameron Streets. Design of Phase II began in mid-2001 and was split into two one-half mile divisions:

##### Division I

Amherst Street near the Calvary Baptist Church. Construction began in July 2003 and was completed in October 2004.

##### Division II

Amherst and Boscawen Street intersection to Boscawen and Cameron Streets. This Division is currently under construction. The majority of the work has been completed with the water, sewer and stormwater piping and utility conduit constructed. The base and intermediate courses of pavement have been laid with the top or finished course to be constructed in Spring 2006.

As a part of this project, the City is relocating overhead utilities to an underground conduit system. This project is currently underway. Several traffic lights have also been replaced on Cameron and Braddock Street with more decorative lighting systems. All of the work for Division I is anticipated to be completed in late Spring 2006.

RENEWING the past  
BUILDING the FUTURE

**FOCUS**

**8**



**John Handley High School Expansion and Renovation**

Phase I and II construction packages have been awarded (renovation and expansion of the original 1923 building) and extensive renovation is underway in the south end of the historical building. Twenty-nine modular classrooms have been installed on-site to accommodate the lost space due to the renovations.

Phase I is slated to be complete during the fall of 2006, and phase II one year later. The total project is expected to be complete during the fall of 2008.

**John Handley High School Project Budget**

Total Cost: \$55 Million  
 Locally Funded: \$50 Million  
 Historic Tax Credits: \$5 Million

**Anticipated City Outlays:**

FY2004	FY2005	FY2006	FY2007	FY2008
\$1.5 Million	\$9.8 Million	\$17.7 Million	\$16 Million	\$5 Million

**Daniel Morgan Middle School Expansion and Renovation**

Phase I Construction, which consists of a 140,000 square foot addition, including a new cafeteria, library, gymnasium, and classroom/laboratory space, was completed in August 2005 and is now occupied.

Phase II which consists of the full renovation of the existing 125,000 square foot building, is ongoing and will be complete in August 2006. The project remains within budget and on schedule.



**DMMS Total Project Cost: \$32 Million**



FOCUS

9

# Making Homeownership A Possibility for EVERYONE

In 2004, City Council committed \$5,000,000 in bond funding over the next five years for the purpose of providing additional affordable homeownership opportunities to first time homebuyers. Funds may be used to purchase vacant housing for conversion to homeownership through rehabilitation and reconstruction.

In addition, the City receives between \$250,000 and \$300,000 through the Community Development Block Grant (CDBG) program. CDBG funds will be used for the Emergency Home Repair Loan program to make necessary repairs to housing occupied by low and moderate income people. CDBG funds are also used to fund non-profit organizations such as Housing Action NSV and Habitat for Humanity in their efforts to provide safe, decent and affordable housing.

## Office of Housing



## & Neighborhood Development

107-C North East Lane  
Winchester, VA 22601  
(540) 535-2886

Winchester's Office of Housing and Neighborhood Development (OHND) was created in 2005 to help make Winchester a community in which everyone has the opportunity to be a homeowner. In order to accomplish this the office will: 1) facilitate the creation and development of safe, decent, affordable and accessible housing; 2) promote opportunities for self-sufficiency and self-improvement; 3) encourage participation in building stable, thriving neighborhoods that collectively make our community better.

### OHND Programs

Housing Choice Voucher Program - Provides low-income families with decent, safe and sanitary housing at prices they can afford

Neighborhood Initiative - In an effort to be accessible to the public and address neighborhood concerns from a private and city perspective, representatives from various divisions (ex. public safety, building inspections, utilities) make bi-weekly walks in identified areas.

Spot Blight Abatement Program - Identifies condemned, vacant or unsafe properties which can be rehabilitated or refurbished in order to improve neighborhood safety and livelihood.

### Community Development Block Grant Programs

#### Homeownership Programs

Funding can be used to support the acquisition or construction of properties for sale at an affordable price to



homeowners. Also included are programs that teach budgeting and home maintenance skills to new and first-time homebuyers.

#### Owner-Occupied Housing Rehabilitation

Funding can be used to acquire property for rehabilitation or otherwise improve the existing housing stock.

#### Renter-Occupied Housing Rehabilitation

Funding can be available to approved landlords for repairs and rehabilitation to rental property in the city. Property must remain affordable to existing tenants and benefit low- and moderate-income tenants. Funding can include loans to landlords to make necessary repairs to residential property.

### OHND Staff

Jan Sloan, Housing Services Coordinator

Sheryl Wolford, Housing Services Coordinator

Martha Shickle, Neighborhood Development Coord.

Charlotte Fritts, Community Outreach Coordinator

FOCUS

10



*Photo description: Market house of Winchester from 1820 to 1900. Now site of City Hall. Town council met on second floor from 1820-1900. Located on the corner of Cameron Street and Rouss Avenue. Photo taken in the late 1800s.*

# ONE Community Government



The City/County Steering Committee on Consolidation was appointed by City Council and the Frederick County Board of Supervisors in March, 2005. The Committee established 13 sub-committees to begin the study in two phases:

**Phase I (2005)**

- Planning/Zoning
- Fire & Rescue
- Recreation
- Public Schools
- Social Services

**Phase II (2006)**

- Water/Sewer
- Inspections
- Law Enforcement
- Data Processing/Finance
- Constitutional Officers
- Transportation

**On-Going**

- Demographics
- Legal Issues
- Public Opinion/Public Input

The initial reports for Planning/Zoning and Social Services were completed in December, 2005, and reports for Public Schools, Recreation, and Fire

& Rescue are expected to be presented by 2006.

The Public Opinion/Public Input Committee has scheduled four public meetings in March 2006 in order to update the public, receive input and answer questions. The meetings will be held at 7:00 p.m. at the following locations:

- March 13 at Sherando High School
- March 15 at Jim Barnett Park's War Memorial Bldg
- March 21 at Millbrook High School
- March 23 at James Wood High School

To better represent the desired outcome of the initiative, the Steering Committee has changed the name of the study from Consolidation to Unification of the City of Winchester and Frederick County. The final report with recommendations should be presented to the public in 2007. Once the

report is compiled and the public notified and educated, residents will have the opportunity to vote on the unification proposal.

The Unification Steering Committee meets the third Thursday of each month (time and location varies). *The Winchester Star* and *Northern Virginia Daily* print meeting announcements prior to each meeting. In addition, *The Winchester Star* prints unification open forum articles each Saturday.

For more information, please visit the official Winchester-Frederick County Unification website at [www.winchester-frederick.com](http://www.winchester-frederick.com).

**Like to voice your opinion about the unification effort? Call Rhoda Kriz at 667-1663 to join the Committee of 100 or sign up online at [www.winchester-frederick.com](http://www.winchester-frederick.com).**

FOCUS

11

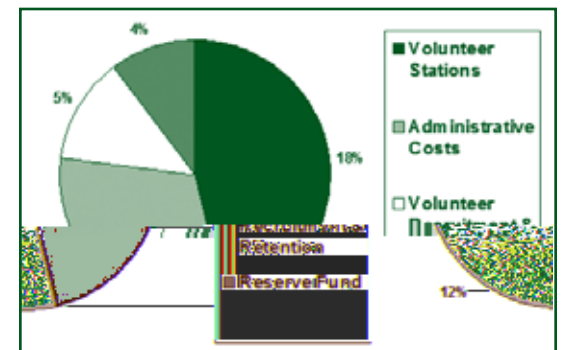
# Looking Forward to 2006

The City of Winchester is proud of all accomplishments and advancements made during the past year, the City understands that there is always room for improvement. Looking forward, the City has compiled a list of projects to either continue or begin in 2006. However, the 2006 priorities list may be expanded or changed during the year to accommodate new projects or handle unexpected circumstances.



## EMS Fee for Service

A new Emergency Medical Service (EMS) Fee for Service is scheduled to start in July 2006. This fee will not change the 911 service to citizens, however, the program is expected to fund nine additional firefighter positions to provide more personnel to cover emergencies. In addition, 18% of the collected funds will go back to the volunteer companies who own and maintain both equipment and stations. Councilors Butler and Helm and representatives of all four volunteer stations worked together to determine the program's structure.



## 2006 Priorities

- Page 4*  
**Valley Avenue Widening  
Transportation Improvements**
- Page 6*  
**Senior Recreation Center**
- Page 7*  
**City Council Election Changes**
- Page 9*  
**Daniel Morgan MS Renovation  
John Handley HS Renovations**
- Page 10*  
**Affordable Housing**
- Page 11*  
**City/County Unification**
- Update Comprehensive Plan**
- EMS Fee for Service**



## Update Comprehensive Plan

The Planning Department will begin revising the City's Comprehensive Plan, which includes goals for the community and physical environment. The Plan includes topics like economic demographics, environment, housing, transportation, urban design, Old Town planning, area plans, and existing and future land use. The Department expects to hold three planned public input meetings in July, December 2006, and May 2007, and finally present the revised report to Council in July 2007.

## YOUR INPUT IS NEEDED!

The City wants to increase citizen involvement in defining priorities and reviewing the quality of services provided. Opportunity Winchester, a citizen-led initiative, made its report to Council in 2005 and the City wants to build on this effort in 2006. Citizens and neighborhoods are strongly encouraged to help the City revise the Comprehensive Plan (see above). In addition, the City of Winchester is considering a citizen survey to evaluate priorities and services. For more information, contact Dawn Ashbacher at 667-1815.

## INSIGHT Citizen's Academy

Citizens wanting to learn more about their City government are invited to register for the **INSIGHT Citizen's Academy (next session begins in August 2006)**. Call Amy Simmons at 533-0603 for more information.