

WINCHESTER COMMON COUNCIL
JANUARY 8, 2013
AGENDA
7:00 P.M.

CALL TO ORDER AND ROLL CALL

INVOCATION

PLEDGE OF ALLEGIANCE

MOTION to Appoint City Manager Dale Iman as President Pro Tempore per Winchester City Code Section 2-29

ELECTION OF OFFICERS

- CALL FOR NOMINATIONS AND ELECTION - PRESIDENT OF COUNCIL

- CALL FOR NOMINATIONS AND ELECTION – VICE-PRESIDENT OF COUNCIL

- CALL FOR NOMINATIONS AND ELECTION – VICE MAYOR

APPROVAL OF MINUTES – September 18, 2012 Work Session, September 25, 2012 Work Session, November 20, 2012 Work Session, November 27, 2012 Work Session, December 11, 2012 Regular Session, and December 18, 2012 Work Session

REPORT OF THE MAYOR

R-2013-01: Resolution – Honoring the retirement of Major David White (page 4)

R-2013-02: Resolution – Honoring the retirement of Master Police Officer Homer Andrews (page 5)

R-2013-03: Resolution – Honoring the retirement of Linda Pommier (page 6)

2012 Annual Report

REPORT OF THE CITY MANAGER

CU-11-62: Conditional Use Permit – Request to revoke the conditional use permit to operate a nightclub establishment at TC Tooties Historic Sports Pub (Public Hearing closed and decision tabled on May 8, 2012 for 30 days; Tabled for 6 months on June 12, 2012.)

REPORT OF THE CITY ATTORNEY

PUBLIC HEARINGS

O-2012-35: Second Reading – AN ORDINANCE TO MODIFY SECTION 13-3 OF THE WINCHESTER CITY CODE PERTAINING TO THE REGULATION OF MASSAGE PARLORS (**REQUIRES ROLL-CALL VOTE**)(pages 7-9)

O-2012-36: Second Reading – AN ORDINANCE TO AMEND AND REENACT ARTICLES 1 AND 18 OF THE WINCHESTER ZONING ORDINANCE PERTAINING TO THE DEFINITION OF DONATION DROP-OFF BOXES AND SITING PROVISIONS RELATED THERETO (**REQUIRES ROLL-CALL VOTE**)(pages 10-16)

O-2012-37: Second Reading – AN ORDINANCE TO AMEND AND RE-ADOPT SECTION 2-64 OF THE WINCHESTER CITY CODE PERTAINING TO THE USE OF A CONSENT AGENDA (**REQUIRES ROLL-CALL VOTE**)(pages 17-20)

CU-12-554: Conditional Use Permit – Request of Paul Whitley on behalf of Shenandoah Personal Communications, LLC to upgrade existing telecommunications facilities with additional antennas at 333 West Cork Street (*Map Number 192-01-C-16*) zoned Health Services (HS) District (pages 21-24)

CU-12-577: Conditional Use Permit – Request of Tom Godwin on behalf of AT&T to upgrade existing telecommunications facilities with an additional microwave dish at 799 Fairmont Avenue (*Map Number 153-01- -2*) zoned Limited Industrial (M-1) District (pages 25-28)

PUBLIC COMMENTS

CONSENT AGENDA

O-2012-38: First Reading – AN ORDINANCE TO AUTHORIZE THE CONVEYANCE OF REAL PROPERTY OWNED BY THE CITY OF WINCHESTER LOCATED AT 119-129 NORTH LOUDOUN STREET, WINCHESTER, VIRGINIA (TAYLOR HOTEL) (pages 29-31)

AGENDA

R-2012-88: Resolution – Authorization for the submittal of a Hazard Mitigation Grant Program Application to the Virginia Department of Emergency Management (pages 32-34)

Motion to approve the 2013 City of Winchester Strategic Plan (pages)

Motion to direct the Clerk of Council to prepare a Certificate of Appreciation for Dave Shore for his service on the Planning Commission

Announce the term expiration of Fran Orr as a member of the Social Services Advisory Board effective March 31, 2013 and direct the Clerk of Council to advertise the vacancy.

Announce the term expiration of Art Major as a member of the Regional Jail Board effective February 19, 2013 and direct the Clerk of Council to advertise the vacancy.

Announce the resignation of Debbie Lewis as the parent representative to the Community Policy and Management Team effective December 7, 2012 and direct the Clerk of Council to advertise the vacancy.

ADJOURNMENT

RESOLUTION

WHEREAS, Major David White retired from service with the City of Winchester on October 31, 2012; and

WHEREAS, Major White's 33 year career with the police department started as a dispatcher in October 15, 1979. He served 2 ½ years in this capacity before he became a police officer for the department on January 30, 1982 and he served as a detective from 1990 to 1998. From 1997 until his retirement Major White rose through the ranks of the police department. He was promoted to the rank of Sergeant in 1997 and in April 2000 was promoted to Lieutenant. Major White continued to gain rank and admiration from many of his peers when he was promoted to the rank of Captain in 2001 and finally to his position as Deputy Chief on December 2, 2004, and,

WHEREAS, Major White's additional accomplishments while with the police department include being a Polygraph Examiner; Field Training Officer; a Forensic Science Graduate; a graduate of the Police Command Staff Training in Nashville, Tennessee; and a graduate of the FBI National Academy in Quantico, Virginia; and,

WHEREAS, from 2007 until 2010 the Winchester Police Department had several changes in the Chief of Police position. During this time of instability David White served in the capacity of Interim Chief of Police to help the department to maintain its professional service to the community and continue to be one of the best organizations in the country; and ,

WHEREAS, Major White has always lead by example and he has been a role model and mentor for many. Major White has been the constant, patient, and calm person in the face of many stressful times seen by the Winchester Police Department and his commitment will be greatly missed by his fellow employees, elected officials, and citizens;

NOW THEREFORE BE IT RESOLVED, that the Common Council of the City of Winchester, Virginia and the citizens it represents, recognizes such faithful service with due respect and gratitude, extending our best wishes for his continued success and good health, hereby makes this commendation a part of its official record.

RESOLUTION

WHEREAS, Master Police Officer Homer Andrews retired from service with the City of Winchester on December 1, 2012; and

WHEREAS, his 23 year career with the police department started in October 1989, and Officer Andrews became a Police Officer II in October of 1990, a Police Officer III in June of 1994 and retired as a Master Police Officer after being promoted to that position in October of 2006; and,

WHEREAS, Officer Andrew's service included many commendations including the statewide HEAT Award for auto theft prevention in 1998, and he served as a Field Training Officer for many years; and,

WHEREAS, Officer Andrews has been a role model and mentor for many and was followed into community service by his son, and will be greatly missed by his fellow employees, elected officials, and citizens;

NOW THEREFORE BE IT RESOLVED, that the Common Council of the City of Winchester, Virginia and the citizens it represents, recognizes such faithful service with due respect and gratitude, extending our best wishes for his continued success and good health, hereby makes this commendation a part of its official record.



THE COMMON COUNCIL

Rouss City Hall
15 North Cameron Street
Winchester, VA 22601
540-667-1815
TDD 540-722-0782
www.winchesterva.gov

RESOLUTION

WHEREAS, Linda L. Pommier retired from service with the City of Winchester on December 31, 2012; and

WHEREAS, Linda L. Pommier joined the Office of the Commissioner of the Revenue as a Clerk on July 7, 1989 and transferred to the Treasurer's Office on May 1, 1990 to the position of Account Clerk I, and was promoted to Account Clerk II on November 9, 1992 and promoted to Account Clerk III on July 1, 2004; and

WHEREAS, Linda L. Pommier performed a commendable service to the City of Winchester during her career with three Treasurers; Patricia S. Shiley, Walter H. "Skeeter" Knee, and R. Mark Garber.

WHEREAS, Linda was always dependable and carried out her duties with due diligence; and

WHEREAS, Linda promoted good customer service to the Citizens of Winchester and other departments within the City; and

WHEREAS, Linda's quick wit and humor always kept the Treasurer and staff in good spirits; and

WHEREAS, Linda will be sorely missed by her fellow employees and the citizens she served; and

NOW THEREFORE, BE IT RESOLVED that the Common Council of the City of Winchester, on behalf of the citizens they represent, hereby records their appreciation to Linda L. Pommier for her exemplary service to the City and wishes her happiness, good health, and many years of retirement with her family; and

BE IT FURTHER RESOLVED that the Clerk of Council is hereby directed to prepare an attested copy of this resolution for presentation to Linda L. Pommier.

CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

CITY COUNCIL/COMMITTEE MEETING OF: December 11, 2012 CUT OFF DATE: 11/20/12

RESOLUTION ORDINANCE XX PUBLIC HEARING _

ITEM TITLE: Ordinance change to Section 13-3 of the City Code

STAFF RECOMMENDATION: The Chief of Police requests approval

PUBLIC NOTICE AND HEARING: N/A

ADVISORY BOARD RECOMMENDATION: N/A

FUNDING DATA: N/A

INSURANCE: N/A

The initiating Department Director will place below, in sequence of transmittal, the names of each department that must initial their review in order for this item to be placed on the City Council agenda.

<u>DEPARTMENT</u>	<u>INITIALS FOR APPROVAL</u>	<u>INITIALS FOR DISAPPROVAL</u>	<u>DATE</u>
1. _____	_____	_____	_____
2. _____	_____	_____	_____
3. _____	_____	_____	_____
4. _____	_____	_____	_____
5. City Attorney	<i>AW</i>	_____	11/5/2012
6. City Manager	<i>CM</i>	_____	11-6-12
7. Clerk of Council	_____	_____	_____
Initiating Department Director's Signature: <i>Chief Karl Say</i>	_____	_____	10/30/12 Date



APPROVED AS TO FORM:
[Signature] 11/5/2012
 CITY ATTORNEY

CITY COUNCIL ACTION MEMO

To: Honorable Mayor and Members of City Council
From: Chief Kevin L. Sanzenbacher
Date: October 30, 2012
Re: Request to modify Section 13-3 of the Winchester City Code regulating Massage Parlors.

THE ISSUE:

As the Chief of Police, and the authority for regulating massage establishments, I am asking the City Council to modify section 13-3 of the City Code. This section prohibits persons from engaging in the business of a massage salon or health club unless they are a massage technician, chiropractor, physician or nurse.

RELATIONSHIP TO STRATEGIC PLAN:

Goal 1 Grow the Economy: This change will support the expansion of local businesses.

BACKGROUND:

Section 13-3 prohibits persons from engaging in the business of a massage salon or health club unless the owner or manager is a physician or chiropractor; a registered nurse with at least two (2) years' nursing experience; a licensed practical nurse with at least four (4) years' nursing experience; or a registered physical therapist. This prohibition excludes a business person from opening a massage business when they do not fit into one of the categories above. We are currently dealing with such a situation.

BUDGET IMPACT:

None

OPTIONS:

Take no action

RECOMMENDATIONS:

I believe Section 13-2 of the City Code should be changed as follows (*additions underlined*);

- (a). *Required*. No health club or massage establishment shall operate without first obtaining a permit.
- (b). *Qualifications*. No permit shall be issued for any health club or massage establishment except to an owner or manager who is either:
 - (1) A physician or chiropractor;
 - (2) A registered nurse with at least two (2) years' nursing experience;
 - (3) A licensed practical nurse with at least four (4) years' nursing experience;
 - (4) A registered physical therapist;
 - (5) Or employs a physician or chiropractor; a registered nurse with at least two (2) years' nursing experience; a licensed practical nurse with at least four (4) years' nursing experience; or a registered physical therapist on the premises to which the permit is issued.

This will allow us to issue a permit to a business person for a massage establishment even though they personally do not hold the requisite qualifications.

**A REVISION TO MODIFY SECTION 13-3 OF
THE WINCHESTER CITY CODE
PERTAINING TO THE REGULATION OF MASSAGE PARLORS**

WHEREAS, §15.2-1102 of the Code of Virginia authorizes municipalities to enact laws necessary to protect the health, safety, and general welfare of its citizens; and

WHEREAS, the current City ordinance prohibits the issuance of massage permits to persons who are not massage therapists; and;

WHEREAS, this section of the current ordinance does not seem to be consistent with good business practices and;

WHEREAS, the City wants to encourage new businesses to open, and;

WHEREAS, the Chief of Police believes Section 13-3 restricts opportunities for persons wanting to conduct business in the City, and;

NOW THEREFORE BE IT ORDAINED, that Section 13-3 of the Winchester City Code is hereby modified as follows.

SECTION 13-3. PERMIT REQUIRED FOR OPERATION OF MASSAGE ESTABLISHMENT.

(a). *Required.* No health club or massage establishment shall operate without first obtaining a permit.

(b). *Qualifications.* No permit shall be issued for any health club or massage establishment except to an owner or manager who is either:

(1) A physician or chiropractor;

(2) A registered nurse with at least two (2) years' nursing experience;

(3) A licensed practical nurse with at least four (4) years' nursing experience;

(4) A registered physical therapist;

(5) A massage therapist holding a permit in accordance with Section 13-3.3 of this ordinance or who is otherwise licensed as a “certified massage therapist” by the State Board of Nursing for the Commonwealth of Virginia;

(6) Or employs a physician or chiropractor; a registered nurse with at least two (2) years' nursing experience; a licensed practical nurse with at least four (4) years' nursing experience; a registered physical therapist; or a massage therapist holding a permit in accordance with Section 13-3.3 of this ordinance, on the premises to which the permit is issued.

CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

CITY COUNCIL MEETING OF: 11/27/12 (work session), **CUT OFF DATE:** 11/20/12
12/11/12 (1st Reading) 1/08/13 (2nd reading)

RESOLUTION ___ **ORDINANCE** X **PUBLIC HEARING** X

ITEM TITLE:

TA-12-473 AN ORDINANCE TO AMEND AND REENACT ARTICLES 1 AND 18 OF THE WINCHESTER ZONING ORDINANCE PERTAINING TO THE DEFINITION OF DONATION DROP-OFF BOXES AND SITING PROVISIONS RELATED THERETO

STAFF RECOMMENDATION:

Approval

PUBLIC NOTICE AND HEARING:

Public hearing for 1/08/13 Council mtg

ADVISORY BOARD RECOMMENDATION:

Planning Commission recommended approval

FUNDING DATA: N/A

INSURANCE: N/A

The initiating Department Director will place below, in sequence of transmittal, the names of each department that must initial their review in order for this item to be placed on the City Council agenda.

<u>DEPARTMENT</u>	<u>INITIALS FOR APPROVAL</u>	<u>INITIALS FOR DISAPPROVAL</u>	<u>DATE</u>
1. Planning Director	<u> <i>ry</i> </u>	_____	<u>11/20/12</u>
2. City Attorney	<u> <i>AW</i> </u>	_____	<u>11/21/2012</u>
3. City Manager	<u> <i>DI</i> </u>	_____	<u>11-20-12</u>
4. Clerk of Council	_____	_____	_____

Initiating Department Director's Signature: *Ann M. [Signature]* 11/20/12
(Zoning and Inspections)



APPROVED AS TO FORM:
 [Signature] 11/21/2012
CITY ATTORNEY

CITY COUNCIL ACTION MEMO

To: Honorable Mayor and Members of City Council
From: Aaron Grisdale, Director of Zoning and Inspections
Date: November 20, 2012
Re: Zoning Text Amendment – Donation Drop-off Boxes

THE ISSUE: Amending the Zoning Ordinance to create a definition of “donation drop-off boxes” and establish placement and size standards for such boxes throughout the City.

RELATIONSHIP TO STRATEGIC PLAN: Strategic Plan Draft Goal 4 – Create a more livable City for all

BACKGROUND: Recently, a presentation was made by a representative of Blue Ridge Hospice asking City Council and City staff to look into establishing limitations and requirements on the proliferation of donation drop-off boxes throughout the City. The representative stated that nearly all of the boxes scattered throughout the City are detracting from the available collections for local organizations. Majority of the donation boxes placed on commercial parcels are large out of town commercial operations that ship donated goods away from the community with questionable benefit to charitable organizations. The proposed text amendment will establish a definition for “donation drop-off boxes” as well as create clear placement, size, and location requirements for the boxes. The donation drop-off boxes will be permitted as an accessory use on any parcel which contains a charitable or place of worship use. A no-fee zoning permit will be required prior to the placement of a donation drop-off box on a parcel to ensure that basic ordinance requirements have been met.

BUDGET IMPACT: None

OPTIONS: City Council may approve, approve with modifications, or reject the proposed Zoning Ordinance text amendment.

RECOMMENDATIONS: Staff recommends approval. The Planning Commission recommended approval at their November 20, 2012 meeting.

November 27, 2012

TA-12-473 AN ORDINANCE TO AMEND AND REENACT ARTICLES 1 AND 18 OF THE WINCHESTER ZONING ORDINANCE PERTAINING TO THE DEFINITION OF DONATION DROP-OFF BOXES AND SITING PROVISIONS RELATED THERETO

REQUEST DESCRIPTION

This publicly sponsored text amendment defines a “donation drop-off box” and would allow for such boxes to be placed as a permitted by-right accessory use at property containing either a place of worship or charitable use. The proposed ordinance also contains provisions outlining placement of the boxes, identification of the owner of the box, who is responsible for collection and maintenance of the box, size limitations, and permit requirements.

STAFF COMMENTS

Presently, the Zoning Ordinance does not define or clearly delineate requirements for donation drop-off boxes. The purpose of this text amendment is to make the Zoning Ordinance more clear as to how these boxes will be defined, as well as allow for situations in which these collection boxes can be utilized accessory to a principle related charitable use or place of worship.

Concerns have been brought to City Council and staff’s attention regarding the proliferation of donation collection boxes throughout the City of Winchester, as well as the negative impacts that such bins have on local organizations. Nearly all of the donation drop-off boxes identified by staff throughout the City belong to groups that do not operate locally, thus resulting in donations to these boxes serving groups that do not have a local presence. Furthermore, after researching into the operators of the majority of the donation boxes throughout the City it is questionable as to whether these boxes actually serve a charitable organization. The text amendment will create provisions that will limit such donation drop-off boxes to properties that have a local charitable or place of worship use, resulting in donations taking place on properties used by local organizations and groups.

The proposed text amendment will also outline basic provisions for the drop-off boxes, such as yard placement limitations, prevention of the placement of bins in required parking spaces, fire lanes, required landscaping, and loading zones. A no-fee zoning permit will be required prior to the placement of such donation boxes on a property to ensure that these basic ordinance placement and size limits are met. No more than two donation boxes would be permitted on a single parcel and a maximum capacity of six (6) cubic yards will be permitted per donation box. In situations where a proposed donation box will be placed within fifteen (15) feet of a residentially used property, minimal landscape screening will be required to be installed between the container and the adjoining parcel.

This revised draft, dated 11/13/12, contains a modification to the language as to where a donation drop-off box may be located. Following the Planning Commission meeting on 10/16/12, a modification was presented to allow an exemption in 18-10-9(h) to allow for well-maintained donation boxes to be located off-site on other properties with permission.

RECOMMENDATION

During the 11/20/12 Planning Commission meeting, the Commission recommended approval of the text amendment, because it represents good planning practice by providing for reasonable opportunities for the donation of goods to local organizations and provided reasonable site placement provisions.

A RESOLUTION INITIATING AN ORDINANCE TO AMEND AND REENACT ARTICLES 1 AND 18 OF THE WINCHESTER ZONING ORDINANCE PERTAINING TO THE DEFINITION OF DONATION DROP-OFF BOXES AND SITING PROVISIONS RELATED THERETO

TA-12-473

WHEREAS, the Code of Virginia provides that one of the purposes of a Zoning Ordinance is to facilitate the creation of a convenient, attractive and harmonious community; and,

WHEREAS, it has been brought to the attention of City Council and staff that the proliferation of donation drop-off boxes throughout the City has eroded donation support to local charitable, non-profit, and religious groups; and,

WHEREAS, this Ordinance will promote local sustainability by promoting donations to local charitable, non-profit, and religious organizations within the City of Winchester; and,

WHEREAS, this Ordinance will provide for the location of donation drop-off boxes as a permitted accessory use to an existing religious or charitable use while providing reasonable site placement requirements.

NOW, THEREFORE, BE IT RESOLVED that the Planning Commission hereby initiates the following text amendment as it represents good planning practices by providing for reasonable opportunities for the donation of goods to local organizations and providing reasonable site placement provisions.

AN ORDINANCE TO AMEND AND REENACT ARTICLES 1 AND 18 OF THE WINCHESTER ZONING ORDINANCE PERTAINING TO THE DEFINITION OF DONATION DROP-OFF BOXES AND SITING PROVISIONS RELATED THERETO

TA-12-473

Draft 3 – 11/13/12

*Ed. Note: The following text represents excerpts of the Zoning Ordinance that are subject to change. Words with ~~strikethrough~~ are proposed for repeal. Words that are **boldfaced and underlined** are proposed for enactment. Existing ordinance language that is not included here is not implied to be repealed simply due to the fact that it is omitted from this excerpted text.*

WINCHESTER ZONING ORDINANCE

ARTICLE 1

SECTION 1-2. DEFINITIONS.

1-2-29.1 **DONATION DROP-OFF BOX: Any container, storage unit or unoccupied structure, used for the holding of charitable or donated items by the general public, including but not limited to clothing, toys, books, and newspapers, with the collection of donated items made at a later date or time. This term shall not include recycling collection centers.**

~~1-2-29.1 DRUG TREATMENT CENTERS: See Group Home. (10/9/07 Case TA 07-02, Ord. No. 2007-41)~~

1-2-29.2 DRUG TREATMENT CENTERS: See Group Home. (10/9/07 Case TA 07-02, Ord. No. 2007-41)

ARTICLE 18

SECTION 18-10. ACCESSORY USES AND STRUCTURES.

18-10-9 **Donation Drop-off Boxes**

- a. **Donation drop-off boxes shall be permitted in all zoning districts provided they are located on a property that contains a place of worship or building containing a charitable use as a permitted primary use.**

- b. Donation drop-off boxes shall not be located in any provided front or corner-side yard, nor located in any required side yard.
- c. Donation drop-off boxes shall not obstruct pedestrian or vehicular circulation, nor be located in public rights-of-way, landscape areas, required parking spaces, fire lanes, loading zones, or any other location that may cause hazardous conditions, constitute a threat to the public safety, or create a condition detrimental to surrounding land uses.
- d. Donation drop-off boxes shall be clearly marked to identify the specific items and materials requested to be left for donation, the name of the operator or owner of the container, the entity responsible for maintenance of the drop-off box and removal of materials and trash from the immediate area, and a telephone number where the owner, operator or agent may be reached at any time.
- e. No more than two donation drop-off boxes shall be located on any property, and each donation drop-off box shall a capacity of no larger than six (6) cubic yards and a maximum height of seven (7) feet.
- f. Landscape screening in conformance with Section 19-5-6.4 shall be installed if the donation drop-off box is located within fifteen (15) feet of a residentially used property.
- g. Prior to placement of a donation drop-off box on a property, a zoning permit and site sketch shall be submitted to and approved by the Zoning Administrator to ensure compliance with all provisions of this section.
- h. Sections (a.) and (f.) shall not be applicable to properly maintained donation drop-off boxes installed by a local charitable or religious place of worship, placed on other properties with permission.

CITY COUNCIL ACTION MEMO

To: Honorable Mayor and Members of City Council
From: Dale Iman, City Manager
Date: 11-20-12
Re: Consent Agenda

THE ISSUE:

Is it the desire of the City Council to reinstate the use of the consent agenda ?

RELATIONSHIP TO STRATEGIC PLAN:

Develop a high performing City organization

BACKGROUND:

In the past the City Council used the consent agenda in a more traditional fashion. That is the consent agenda was itemized on the agenda by title and the Council would act on all items included on the consent agenda with one motion. Under this procedure the Councilors were given the opportunity to amend the consent agenda (as published) prior to the making of a motion for consideration. Several years ago Council changed to the current practice whereby, the Council President reads the title of every item on the consent agenda and a vote is taken on each consent agenda item. Recently, interest has been expressed to revert to the traditional process for adopting a consent agenda with one motion covering the entire body of the consent agenda.

Should the City Council decide to revert to the "one motion" procedure, the following guidelines will be used to determine if an item is appropriate for the consent agenda:

- The agenda item must first be discussed at a Council work session
- The item must gain unanimous support of those Councilors present at the work session
- The item must be non-controversial
- Second readings are not included on Consent as they require a public hearing
- Items for which it is determined to be beneficial for the viewing public to be better informed may be excluded from the consent agenda

BUDGET IMPACT:

None

OPTIONS:

1. Continue with the current practice for presentation / consideration of the consent agenda.
2. Revert to the traditional “one motion” process for considering items on the consent agenda

RECOMMENDATIONS:

It is recommended the Council revert to the “one motion” consideration process for consent agenda items.

**AN ORDINANCE TO AMEND AND RE-ADOPT SECTION 2-64 OF THE
WINCHESTER CITY CODE PERTAINING TO THE USE OF A CONSENT
AGENDA**

SECTION 2-64. READING OF ORDINANCES PRIOR TO ADOPTION.

- (a) Prior to adoption by the City Council, every ordinance shall be read two (2) times by title. A "Consent Agenda" listing the titles of ordinances to be considered for a first reading may be presented and approved by Council at any Regular or Special Meeting in summary fashion without the requirement of reading each individual title aloud. Resolutions and Motions may also be included for adoption on the "Consent Agenda".

Unless otherwise required by applicable provisions of the State Code or other governing law, the affirmative vote of a majority of a quorum of Common Council to forward-approve the Consent Agenda ~~items for a Second Reading~~ shall satisfy the first reading requirements of this section pertaining to Ordinances. Any individual item/resolution/ordinance/motion may be removed from a Consent Agenda by affirmative motion of any member of Council or upon failure to receive a necessary majority vote.

Except as provided in subsection (b) of this section, the substance text of every ordinance shall be furnished by the Clerk of Council to each member of the Council prior to its second reading. The text of the ordinance shall also be provided by the Clerk of Council to each citizen requesting same. No proposed ordinance shall be read twice at any one meeting of Council, nor shall any ordinance be presented for second reading at the same meeting at which the ordinance is listed upon a Consent Agenda.

- (b) Budget and appropriation ordinances contained in a revision or codification of the ordinances of the City, including new or changed ordinances therein contained, shall be excepted from the provisions of subsection (a) of this section requiring furnishing of written text of ordinances, and said requirements as pertaining to such ordinances shall be deemed to have been met upon:
- Publication of budget or appropriation ordinances as provided by law and the furnishing of same to members of the Council present at the meeting at which such ordinances are considered for adoption.
 - Distribution as provided in subsection (a) above of the written text of so much thereof of a revision or codification of all ordinances of the City, including new or changed ordinances therein contained, as is not embodied within the numbered chapters and sections of such revision or codification.

(Ord. No. 013-83, 4-12-83)

- (c) Consideration shall be given with regard to the question of timing when proposing ordinances for Council's consideration, balancing the proposal's review time with the need for expediency, the proposal's complexity, and its potential impact.
- (d) A public hearing shall be held for every ordinance. Except as prescribed by City ordinance, code or regulation or State law, the following procedures for the hearing shall be used:
 - 1. Advertising shall be done one time in a newspaper of general circulation in the City at least ten (10) days prior to the hearing. The advertisement shall identify the substance of the ordinance and the time and place of the hearing.
 - 2. No request by a Councilor shall be necessary for the advertising and holding of the hearing.
(Ord. No. 036-95, 9-12-95; Ord. No. 2010-10, 4-13-10)

(e) At the discretion of the Manager, the following shall serve as guidelines with regard to the inclusion of an item on a consent Agenda:

- 1. The agenda item must first be discussed at a Council Work Session.
- 2. The item must gain unanimous support of those Councilors present at the Work Session.
- 3. The item must be non-controversial.
- 4. Items for which it is determined to be beneficial for the viewing public to be better informed may be excluded from the consent agenda.

CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

CITY COUNCIL MEETING OF: 12/18/12 (work session), CUT OFF DATE: 12/18/12
1/8/13 (regular mtg)

RESOLUTION ___ ORDINANCE ___ PUBLIC HEARING X

ITEM TITLE:

CU-12-554 Request of Paul Whitley on behalf of Shenandoah Personal Communications, LLC for a conditional use permit to upgrade existing telecommunications facilities with additional antennas at 333 West Cork Street zoned Health Services (HS) District.

STAFF RECOMMENDATION:

Approval with conditions

PUBLIC NOTICE AND HEARING:

Public hearing for 1/8/13 Council mtg

ADVISORY BOARD RECOMMENDATION:

Planning Commission recommended approval with conditions

FUNDING DATA: N/A

INSURANCE: N/A

The initiating Department Director will place below, in sequence of transmittal, the names of each department that must initial their review in order for this item to be placed on the City Council agenda.

<u>DEPARTMENT</u>	<u>INITIALS FOR APPROVAL</u>	<u>INITIALS FOR DISAPPROVAL</u>	<u>DATE</u>
1. Zoning & Inspections	AMG		12/11/12
2. City Attorney	[Signature]		12/11/2012
3. City Manager	[Signature]		12-12-12
4. Clerk of Council			

Initiating Department Director's Signature: [Signature] 12/11/12
(Planning Dept)



APPROVED AS TO FORM: [Signature] 12/11/2012
CITY ATTORNEY

CITY COUNCIL ACTION MEMO

To: Mayor and Members of City Council
From: Tim Youmans, Planning Director
Date: December 12, 2012
Re: CUP-12-554

THE ISSUE:

Replacement Shentel cellular equipment on Old Hospital at 333 W. Cork St

RELATIONSHIP TO STRATEGIC PLAN:

N/A

BACKGROUND:

See attached staff report

BUDGET IMPACT:

None

OPTIONS:

- Approve with conditions recommended by Planning Commission
- Approve with revised conditions
- Deny

RECOMMENDATIONS:

Planning Commission and staff recommend approval with conditions as noted in staff report.

City Council
January 8, 2013

CU-12-554 Request of Paul Whitley on behalf of Shenandoah Personal Communications, LLC for a conditional use permit to upgrade existing telecommunications facilities with additional antennas at 333 West Cork Street (*Map Number 192-01-C-16*) zoned Health Services (HS) District.

REQUEST DESCRIPTION

The request is to remove the 3 previously approved PCS panel wall-mounted antennas on the penthouse atop the health services building at 333 West Cork Street and replace them with 9 new antennas. The locations of the Shentel antennas are noted in the letter dated October 15, 2012 (with revisions dated December 10, 2012) from Paul and depicted on the building elevations and photographs submitted with the application and letter.

AREA DESCRIPTION

The site is zoned Health Services, HS District. The site and some adjacent land including some medical office buildings were zoned HS when the hospital moved to the newer Medical Center, MC District in 1990. Surrounding properties, including many of the existing parking lots serving the HS District, are zoned MR and contain a mix of single-family, multifamily, office, and parking lot uses. Land to the northeast, diagonally across the Cork Street/Stewart Street intersection is zoned RO-1 and contains medical offices. No adjacent properties or properties across Stewart Street are in the HW Historic District.



COMMENTS FROM THE PLANNING DEPARTMENT

The applicant notes in his letter that these proposed revisions are needed in advance of launching 4G long-term evolution (LTE) service in Winchester. The changes would also provide improved 3G service. As shown on the plans and in the proposed-condition photos, the proposed antennas would be situated below the roofline and would be camouflaged. The nine proposed antennas are directed primarily to the west, north and south and as such, least visible from the historic district to the east. There are other panel antennas on the penthouse (as noted on the elevations) and it is unclear as to when these were installed.

The use of the existing tall structure is preferable to construction of a freestanding tower in this area. The penthouse has minimal view from many of the adjacent residences due to the steep angle of the existing structure and the fact that the penthouse is recessed back considerably from the main perimeter walls of the multi-story building. Extensive street trees in the area buffer the view of the building from the surrounding streets and sidewalks.

Section 18-2-1.1 of the Zoning Ordinance states that a conditional use shall not be approved by Council unless it finds that the proposal as submitted or modified will not affect adversely the health, safety or welfare of persons residing or working in the neighborhood and will not be detrimental to public welfare or injurious to the property or the improvements in the neighborhood. Factors which the Commission and Council must consider in granting a permit include traffic congestion, noise, lights, dust, odor, fumes and vibration with due regard for timing of operation, screening, and other matters which may be regulated to mitigate negative impact.

On December 10, 2002, City Council approved installation of the 3 existing PCS antennas on the 333 W. Cork Street site subject to:

- 1) submit an as-built emissions certification after the facility is in operation;
- 2) removal of the facilities should the use cease; and,
- 3) submit a bond guaranteeing removal of facilities should the use cease

The approval was based upon the finding that the use as proposed would not adversely affect the health, safety or welfare of residents and workers in the neighborhood nor be injurious to adjacent properties or improvements in the neighborhood.

The property is not in the Historic District, so BAR approval would not be needed. The existing bond for removal of the 3 antennas at the site is in the amount of \$10,000. City Council should consider increasing the bond amount since the applicant is tripling the number of antennas.

RECOMMENDATION

At its December 18, 2012 meeting, the Commission forwarded CU-12-554 to City Council recommending approval of the nine antennas as presented subject to the following conditions:

- 1) submit an as-built emissions certification after the facility is in operation;
- 2) removal of the facilities should the use cease; and,
- 3) submit a bond guaranteeing removal of facilities should the use cease

because, the use as proposed should not adversely affect the health, safety or welfare of residents and workers in the neighborhood nor be injurious to adjacent properties or improvements in the neighborhood.

CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

CITY COUNCIL MEETING OF: 12/18/12 (work session), **CUT OFF DATE:** 12/18/12
1/8/13 (regular mtg)

RESOLUTION ___ **ORDINANCE** ___ **PUBLIC HEARING** X

ITEM TITLE:

CU-12-577 Request of Tom Godwin on behalf of AT&T for a conditional use permit to upgrade existing telecommunications facilities with an additional microwave dish at 799 Fairmont Avenue (Map Number 153-01- - 2) zoned Limited Industrial (M-1) District.

STAFF RECOMMENDATION:

Approval with conditions

PUBLIC NOTICE AND HEARING:

Public hearing for 1/8/13 Council mtg

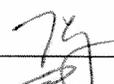
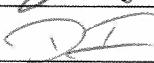
ADVISORY BOARD RECOMMENDATION:

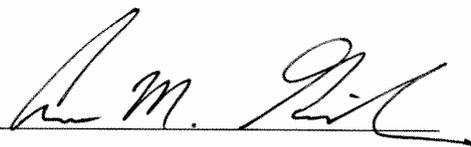
Planning Commission recommended approval with conditions

FUNDING DATA: N/A

INSURANCE: N/A

The initiating Department Director will place below, in sequence of transmittal, the names of each department that must initial their review in order for this item to be placed on the City Council agenda.

<u>DEPARTMENT</u>	<u>INITIALS FOR APPROVAL</u>	<u>INITIALS FOR DISAPPROVAL</u>	<u>DATE</u>
1. Planning			12/11/12
2. City Attorney			12/11/2012
3. City Manager			12-12-12
4. Clerk of Council			

Initiating Department Director's Signature:  12/11/12
(Zoning and Inspections)



APPROVED AS TO FORM:

 12/11/2012
CITY ATTORNEY

CITY COUNCIL ACTION MEMO

To: Honorable Mayor and Members of City Council
From: Aaron Grisdale, Director of Zoning and Inspections
Date: December 11, 2012
Re: Conditional Use Permit (CU-12-566) – Microwave Antenna

THE ISSUE:

Request for CUP for installation of new microwave antenna on an existing tower.

RELATIONSHIP TO STRATEGIC PLAN:

N/A

BACKGROUND:

City staff has received a conditional use permit application for installation of a new microwave antenna on behalf of AT&T as part of their expansion of infrastructure for implementation of 4G LTE service. See staff report for further information.

BUDGET IMPACT:

No funding is required.

OPTIONS:

- Approve with conditions recommended by the Planning Commission
- Approve with revised conditions
- Deny the application

RECOMMENDATIONS:

Planning Commission and staff recommend approval with conditions as noted within the staff report.

City Council
January 8, 2012

CU-12-577 Request of Request of Tom Godwin on behalf of AT&T for a conditional use permit to upgrade existing telecommunications facilities with an additional microwave dish at 799 Fairmont Avenue (*Map Number 153-01- -2*) zoned Limited Industrial (M-1) District..

REQUEST DESCRIPTION

The applicant is proposing to add a microwave antenna as part of an upgrade of existing telecommunications facilities at the tower located on the National Fruit property at 799 Fairmont Avenue.

AREA DESCRIPTION

The existing tower is located in a wooded area in the northwest portion of the ±68 acre, M-1 zoned National Fruit Product Company industrial property. Land to the east is also zoned M-1 and includes the migrant worker camp and some single family residences along the west side of Fairmont Ave. Land to the west is zoned LR and is vacant. Land further to the southwest includes an M-1 zoned City water tank and an LR zoned single family residence. Land directly to the north is located in Frederick County and includes vacant land in the Rural Area (RA) and Residential Performance (RP) Districts.



STAFF COMMENTS

The applicant intends to install a microwave dish on behalf of AT&T on the existing 180' lattice tower located on the National Fruit parcel. The microwave dish will be installed at an elevation of 105' below existing AT&T antennas at an elevation of 118'-6". Collocation of antennas on existing structures as proposed is encouraged within the Zoning Ordinance. The applicant does not intend on modifying the existing ground support equipment with this request. The purpose of this microwave dish is to provide telephone service to the new 4G LTE antennas that will be installed next year.

Section 18-2-1.1 of the Zoning Ordinance states that a conditional use shall not be approved by Council unless it finds that the proposal as submitted or modified will not affect adversely the health, safety or welfare of persons residing or working in the neighborhood and will not be detrimental to public welfare or injurious to the property or the improvements in the neighborhood. Factors which the Commission and Council must consider in granting a permit include traffic congestion, noise, light, dust, odor, fumes and vibration with regard for timing of operation, screening, and other matters which may be regulated to mitigate negative impact.

Previous bond requirements have been set at \$10,000 for the removal of outdated or nonfunctional equipment in conditional use permit approvals.

RECOMMENDATION

At its December 18, 2012 meeting, the Commission forward **CU-12-577** to Council recommending approval because the use, as proposed, should not adversely affect the health, safety, or welfare of

residents and workers in the neighborhood nor be injurious to adjacent properties or improvements in the neighborhood. The recommended approval is subject to the following conditions:

1. Submit an as-built emissions certification after the facility is in operation;
2. The applicant, tower owner, or property owner shall remove equipment within ninety (90) days once the equipment is no longer in active use;
3. Submit a bond guaranteeing removal of facilities should the use cease.

CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

CITY COUNCIL MEETING OF: 12/18/2012 **CUT OFF DATE:** 12/8/2012

RESOLUTION ORDINANCE XX PUBLIC HEARING

ITEM TITLE: AN ORDINANCE TO AUTHORIZE THE CONVEYANCE OF REAL PROPERTY OWNED BY THE CITY OF WINCHESTER LOCATED AT 119-129 NORTH LOUDOUN STREET, WINCHESTER VIRGINIA (TAYLOR HOTEL)

STAFF RECOMMENDATION: Approval recommended by the Economic Redevelopment Director

PUBLIC NOTICE AND HEARING: N/A

ADVISORY BOARD RECOMMENDATION: N/A

FUNDING DATA: N/A

INSURANCE: N/A

The initiating Department Director will place below, in sequence of transmittal, the names of each department that must initial their review in order for this item to be placed on the City Council agenda.

<u>DEPARTMENT</u>	<u>INITIALS FOR APPROVAL</u>	<u>INITIALS FOR DISAPPROVAL</u>	<u>DATE</u>
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____
4.	_____	_____	_____
5.	_____	_____	_____
6. City Attorney	<i>AW</i>	_____	12/10/2012
7. City Manager	<i>[Signature]</i>	_____	12-12-12

Initiating Department Director's Signature: *[Signature]* _____ 12/7/12
 Date



APPROVED AS TO FORM:
[Signature]
 CITY ATTORNEY

CITY COUNCIL ACTION MEMO

To: Honorable Mayor and Members of City Council
From: Jim Deskins, Economic Redevelopment Director
Date: December 7, 2012
Re: Ordinance to Convey Taylor Hotel

THE ISSUE: Upon the completion of Phase I of the Taylor Hotel the Hotel and Fly Tower will need to be conveyed back to the EDA for completion and the City will retain the remainder of the property for the Farmers Market and Pavilion as a Public Pocket Park.

RELATIONSHIP TO STRATEGIC PLAN: Completion of the Taylor Hotel

BACKGROUND: As a requirement of the HUD funding Phase I of the Taylor Hotel Project was to be completed by the City, and the Farmers Market and Pavilion area would be retained by the City with a Management agreement for development completion operations in place with the Taylor Pavilion LLC. A subdivision Plat will be prepared and presented with the Ordinance before final approval

BUDGET IMPACT: Funding has been approved and appropriated.

OPTIONS: None

RECOMMENDATIONS: Approve the Ordinance and authorize the City Manager to do all things necessary to convey the property

AN ORDINANCE TO AUTHORIZE THE CONVEYANCE OF REAL PROPERTY OWNED BY THE CITY OF WEINCHESTER LOCATED AT 119-129 NORTH LOUDOUN STREET, WINCHESTER, VIRGINIA (TAYLOR Hotel)

WHEREAS, the City of Winchester is the current owner of the real property located at 199-129 North Loudoun Street (hereinafter “the property”); and

WHEREAS, the Common Council desires to see a portion of the property completely rehabilitated in accordance with the U.S. Department of Interior’s Historic Tax Credit Rehabilitation Standards in a public private partnership between the Winchester EDA and private investors and placed back in the City’s tax roles; and

WHEREAS, the Common Council desires to see a portion of the property to remain in City ownership for use as a public pocket park; and

WHEREAS, completion of the project will require that the city convey the portions of this property referred to as the original Taylor Hotel and the Fly Tower building, as identified in the attached survey and subdivision plat, to the EDA.

NOW THEREFORE BE IT ORDAINED that the City Manager is hereby authorized to take all necessary actions to convey the portion of said property containing the structures referred to as the original Taylor Hotel and the fly tower building further described on the survey and subdivision plat attached to the EDA.

R-2012-88

CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

CITY COUNCIL/COMMITTEE MEETING OF: December 11, 2012 **CUT OFF DATE:** __

RESOLUTION X **ORDINANCE** **PUBLIC HEARING**

ITEM TITLE: Resolution authorizing the City Manager to sign and submit an application for Virginia Department of Emergency Management Hazard Mitigation Assistance Grant

STAFF RECOMMENDATION: Approval

PUBLIC NOTICE AND HEARING: To be held on December 11, 2012

ADVISORY BOARD RECOMMENDATION: N/A

FUNDING DATA: \$44,448.75 from the City's Utility Fund

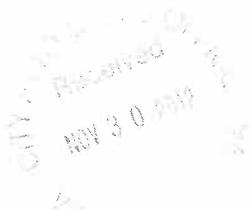
INSURANCE: N/A

The initiating Department Director will place below, in sequence of transmittal, the names of each department that must initial their review in order for this item to be placed on the City Council agenda.

<u>DEPARTMENT</u>	<u>INITIALS FOR APPROVAL</u>	<u>INITIALS FOR DISAPPROVAL</u>	<u>DATE</u>
1. Finance	<i>B</i>		11/30/12
2. _____			
3. _____			
4. _____			
5. City Attorney	<i>aw</i>		12/06/2012
6. City Manager	<i>DM</i>		12/12/12
7. Clerk of Council			

Initiating Department Director's Signature: *[Signature]* _____ Date: 11/30/12

Public Services Director



APPROVED AS TO FORM:
[Signature] 12/6/2012
 CITY ATTORNEY

CITY COUNCIL ACTION MEMO

To: Honorable Mayor and Members of City Council
From: Perry Eisenach, Public Services Director
Date: December 11, 2012
Re: Authorization for the Submittal of a Hazard Mitigation Grant Program Application to the Virginia Department of Emergency Management

THE ISSUE: The City currently has no backup power resource for its utility lift stations and is forced to haul wastewater to different locations during power outages.

RELATIONSHIP TO STRATEGIC PLAN: Supports infrastructure improvement.

BACKGROUND: During previous widespread power outages City employees were forced to haul wastewater from the lift stations experiencing power outages to facilities that were in operation. This grant will allow the City to install generator hook ups in eight lift stations and purchase two mobile generators that can be hauled to lift stations encountering power outages.

BUDGET IMPACT: FEMA pays 75% of the grant while the City pays the remaining 25% of the proposed project. The projected cost to the City's Utility Fund is estimated to be \$37,528.75.

OPTIONS: Council can either approve or reject the City's pursuance of this grant.

RECOMMENDATIONS: It is the staff's recommendation that the City submits this grant application.

RESOLUTION

WHEREAS, the City of Winchester has a desire to obtain a Hazard Mitigation Assistance Grant, and

WHEREAS, the Virginia Department of Emergency Management is accepting applications for the grant, and

WHEREAS, the City of Winchester strongly supports the need for the funds awarded by the grant and desires to apply for hazard mitigation assistance

THEREFORE BE IT RESOLVED that the City of Winchester is applying for the Hazard Mitigation Assistance Grant, and

BE IT FURTHER RESOLVED that the City of Winchester authorizes the City Manager or his designee acting as program administrator to submit all information needed to apply for the grant, and

BE IT FURTHER RESOLVED that the City of Winchester authorizes the City Manager or his designee acting as program administrator to carry out all program administrative and reporting requirements on its behalf.

LEADER'S GUIDE

2012

SUMMARY REPORT

Mayor and City Council



Winchester, Virginia
December 2012



Lyle Sumek Associates, Inc.

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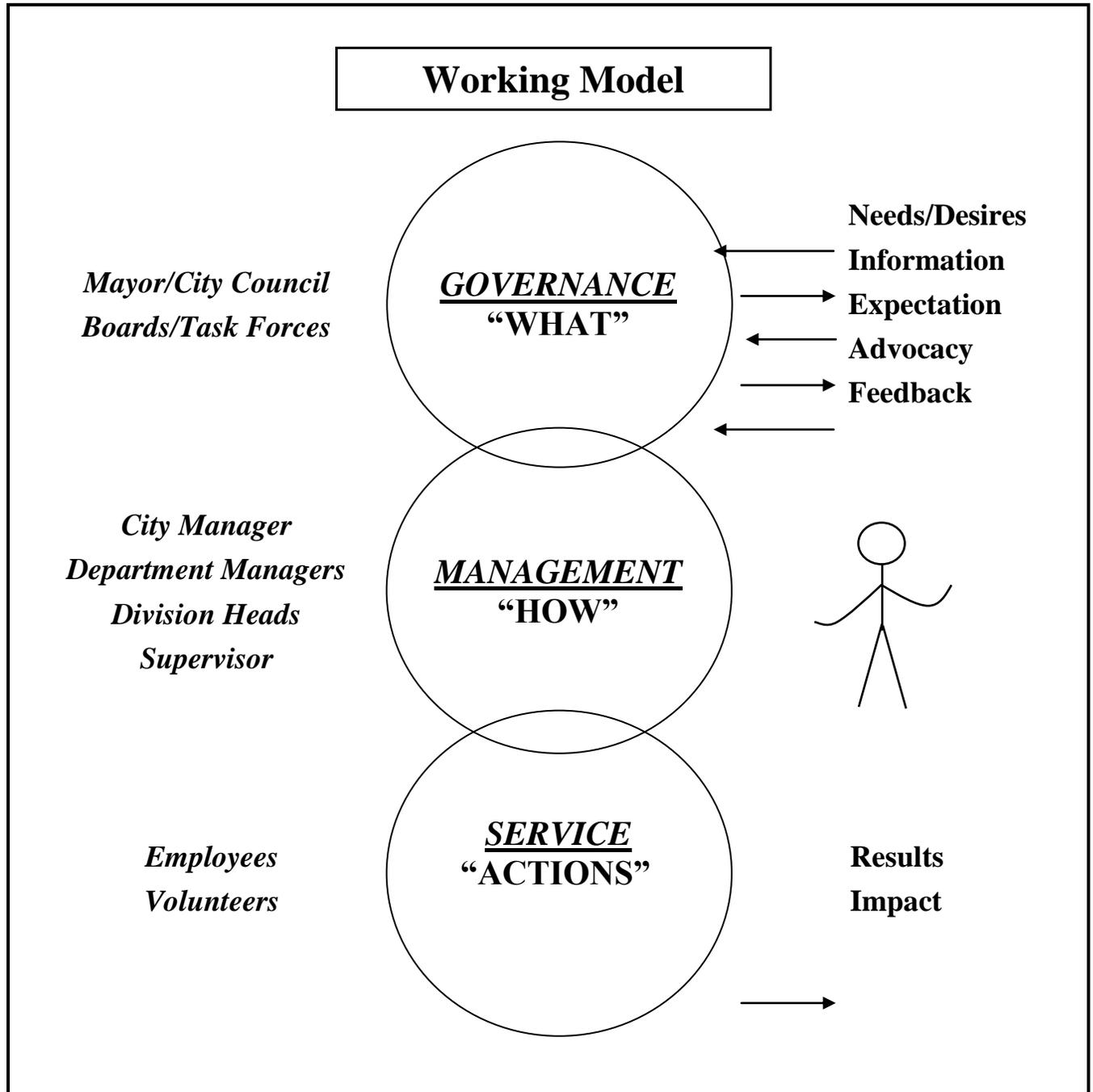
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SECTION 1

CITY AS A TEAM

City Government Model



Effective Teams Are Great Model

Effective TEAMS Are:

Goals

“Unifying Purpose and Goals”

- Goals – Outcomes
- Work Programs – Game Plan
- Strategy – Action Steps

Roles

“Individual Contribution”

- Valuing Individuality
- Responsibilities Defined
- Practicing Teamwork

Execute

“Produce Results through Actions”

- Analyze —————→ Decide
- Act —————→ Impact
- Evaluate —————→ Adjust

Attitude

“Willingness to Work Together”

- Respect for Each Other
- Cooperation and Openness
- Celebrating Success: Momentum

Trust

“Commitments Becomes Reality”

- Learning from Setbacks
- Guidelines
- Support Each Other

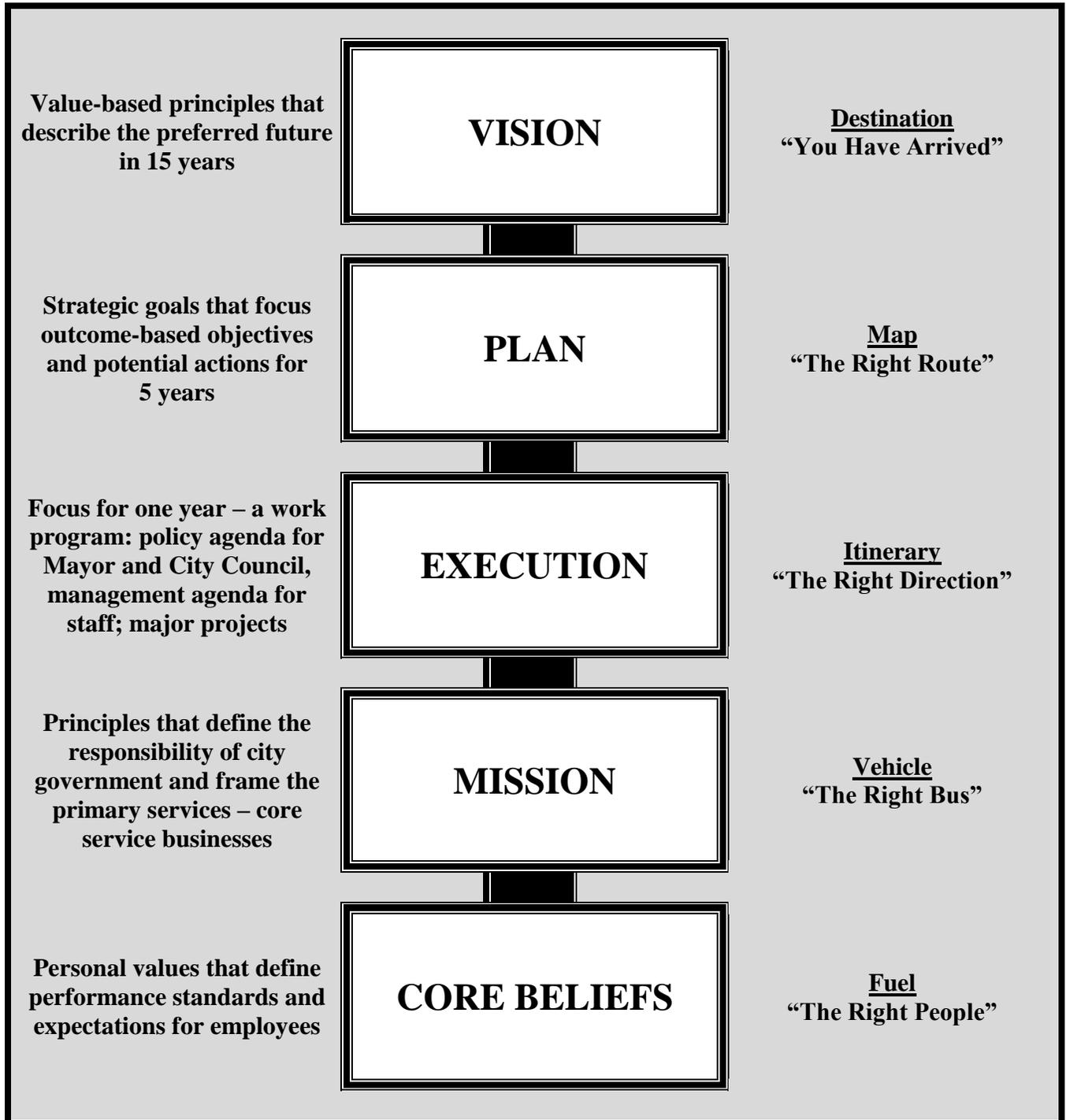
Winning Teams



SECTION 2

STRATEGIC PLANNING FOR THE CITY OF WINCHESTER

STRATEGIC PLANNING MODEL



SECTION 3

LOOKING TO WINCHESTER'S FUTURE

City of Winchester Vision 2028

Jeff:

- 1. Schools: National Recognition for Excellence**
- 2. Northend: Mixed Use Development**
- 3. Gateways/Entrance: Unique, Distinctive**

Les:

- 1. Water/Sewer Systems: Completed**
- 2. Schools: National Recognition**
- 3. Citizen Confidence in City Government**

Ben:

- 1. Regional Leader – Recognized by Others**
- 2. Federal Jobs and Agencies in Winchester**
- 3. I-81 Extension – Tevis Street Bridge and Battaile Drive Interchange**

John W:

- 1. Grown Up Small City**
- 2. Light Manufacturing Businesses/White Collar Offices**
- 3. Cultural and Economic Leader in Region**

John H:

- 1. Greater Homeownership**
- 2. Streets Repair**
- 3. Baseball Franchise and Ball Park**

Evan:

- 1. Live, Walk Historic Downtown**
- 2. School System**
- 3. City Infrastructure Upgraded**
- 4. Integrated Learning Center and CTE at Douglas Center**

John T:

- 1. High Technology Businesses**
- 2. Conference Center/Arena**
- 3. Monorail System**

Milt:

- 1. Workforce Development**
- 2. Shenandoah University Valley Health: Teaching**
- 3. National Recognition: Great Community**

Liz:

- 1. Safe Neighborhoods**
- 2. Quality Schools**
- 3. People Return Home**

Dale:

- 1. Cancer Center**
- 2. Average Household Income: 85th percentile of Nation**
- 3. Diverse Job Opportunities**

City of Winchester Success in 2018 means...

Jeff:

- 1. Downtown: More Stores**
- 2. John Kerr Elementary School: Completed**
- 3. Land Use and Comprehensive Plan: Implementation**

Les:

- 1. IT: Max Efficient**
- 2. CTE Program**
- 3. Downtown: Building Owners Improving Their Properties**

Ben:

- 1. Commercial Development: Manufacturing Reduced Tax Burden on Residents**
- 2. Medical/Law Schools**
- 3. Privatize Solid Waste, Buses**

John W:

- 1. Catalyst Site Development**
- 2. Robust CTE Program: Health Technology**
- 3. Gateways**

John H:

- 1. Cultural Diversity**
- 2. Affordable Senior Housing**
- 3. Transportation to Lord Fairfax Community College**

Evan:

- 1. Downtown Occupancy Up**
- 2. Integrated Service Center**
- 3. Schools: Douglass and Kerr Elementary Schools – Completed**
- 4. IT Plan: Implemented**

John T:

- 1. Kerr Elementary School: Completed**
- 2. Taylor Hotel Renovation: Completed**
- 3. Millwood Avenue Improvements: Completed**

Milt:

- 1. Schools**
- 2. Infrastructure: Water, Sewer, Sidewalks – proactive maintenance**
- 3. Green Space: Increased Acreage**

Liz:

- 1. Taylor Hotel Renovation: Completion**
- 2. Green Circle: Completed**
- 3. Kerr Elementary School: Completed**
- 4. Neighborhood Associations: Stronger, Increased, Number**

Dale:

- 1. Tevis Street Bridge (over I-81)**
- 2. Best Community for Arts, Entertainment and Conferences**

City of Winchester Actions for 2013

Jeff:

- 1. Downtown: Taylor Hotel Renovation; Mall Improvement Project**
- 2. City Organization: Communication, Accountable**

Les:

- 1. School Budget**
- 2. CTE: Development**
- 3. Communications with Public**

Ben:

- 1. Reduce City Expenses: Cost of Government**
- 2. Reduce City Service Duplication: Attorney, IT, Busing**
- 3. Greater Communications: Council – Community**

John W:

- 1. Increased Density in Downtown**
- 2. Strategic Plan Process: Development**
- 3. Public-Private Partnership: Expansion**

John:

- 1. Northend Area Improvements**
- 2. Crime Reduction – especially Drugs Action Plan**
- 3. Arts District – celebrated in all forms**

Evan:

- 1. Taylor Hotel Renovation**
- 2. Loudoun Project**
- 3. Storefronts: Improved Appearance**
- 4. Emergency Communications System: Upgrade**

John T:

- 1. Air Force ROTC Unit: Established**
- 2. Mall Project: Completion**

Milt:

- 1. Downtown Project: Completion**
- 2. CTE Results**
- 3. Green Circle: Next Phase**

Liz:

- 1. Downtown Project: Completed**
- 2. Medical Center – Cancer Center - Announcement**

Dale:

- 1. Taylor Hotel Renovation**
- 2. Organization Restructure/Teams/Performance Accountability**
- 3. Comprehensive Plan: Implementation**

City of Winchester Action Ideas for 2013 Mayor – City Council Perspective

1. Comprehensive Plan Implementation: Action Steps
2. 5th Elementary School: Direction, Funding
3. Middle School: Direction, Funding
4. Taylor Hotel Project: Completion
5. Green Circle Linear Park: Initial Phase
6. Career Training Center: Health Professional
7. Public Relations and Marketing: Policy and Process
8. IT Initiative: Implementation
9. Events Coordinator: Development
10. Zoning Incentives for Major Projects: Direction
11. Communications Plan with Specific Actions: Development
12. Public Safety Strategy/Action Plan for Downtown: Development
13. City Reorganization Plan: Development
14. Northend Redevelopment Strategy with Action Plan: Development
15. City Boards and Commissions: Evaluation, Direction

16. Sidewalk Master Plan: Development, Policy Direction, Project Priority, Funding Mechanism
17. Street Master Plan: Development, Policy Direction, Project Priority, Funding Mechanism
18. Stormwater Management Policy and Plan: Development, Policy Direction, Project Priority, Funding
19. City Economic Development Policies and Incentives: Review, Direction, Defined City's Role, Funding
20. Valley Health Expansion: City Participation
21. Medical School Development: Direction, Partnerships, City's Role
22. Amphitheater: Concept Definition, Direction City's Role, Partners, Actions
23. Student Housing Long Term Plan: Review, City's Role
24. Baseball Team/Franchise Attraction Strategy: Next Steps
25. Housing Stock: Condition Assessment, Plan, City's Role, Direction, Actions, Funding
26. Millwork Avenue Project
27. Convention Center/Conference Center Strategy: Concept/Market Analysis, Direction, Plan, Actions
28. Retail Expansion within the City Strategy: Direction, Actions
29. Older Commercial/Retail Centers: Assessment, Dialog with Owners and Businesses, Plan, City's Role, Action
30. Downtown Action Plan: Next Steps
31. Major Employer Attraction Strategy: Pillars of the Economy, Direction/Goals, Plan, Actions
32. Tourism Development Strategy (Weekend Destination for D.C.): Goals, Direction, Plan, Actions
33. Community Events Policy: Development

34. Community Events Expansion Strategy: Assessment of Current Activities, Direction, Partners, Actions
35. Intergovernmental Relations with Frederick County: Relations, Issues/Topic for Discussion, Dialog, Actions
36. Service Merger or Consolidations: Direction, Dialog, Actions
 - 911 Emergency Communications
 - Parks
 - Recreational Programming
37. School Funding Formula: Direction, Proposal, Decision
38. Jail House: Direction
39. Cancer Center: Development
40. Property Maintenance Code: Review, Direction
41. Rental Housing Registration and Inspection Program: Direction, Development, Actions
42. Air Force ROTC in High School: City's Role, Funding (short term/long term)
43. Career and Vocational Training Strategy: Concept, Direction, Actions
44. Frederick Douglas Center Renovation
45. IT Master Plan: Development, Implementation, Funding
46. Radio Tower: Direction, Next Steps
47. Social Service: Staffing Evaluation, Direction, Funding
48. Passenger Rail Development: Direction, Actions
49. Racial Relations: Assessment, Direction/Goals, Actions
50. Comprehensive Capital Development Plan/Community Investment Plan: Direction (Overall), Development, Project Identification and Priority, Funding Mechanisms
51. Bond Rating: Actions

52. City-Schools Service Consolidations: Identification of Opportunities, Evaluation, Direction, Actions
53. Economic Development Performance Standards and Metrics: Development, Reporting
54. Relationship with the Chamber of Commerce: Definition, Direction, Actions
55. Brownfield Clean Up and Development: Identification, Evaluation, Direction, City's Role
56. North Entry Beautification Project (Landscaping and Signage): Definition, Development, Actions, Funding
57. Budget Format and Process Revision: Direction, Actions
58. Student Internships/Work Study Program: Development, Funding

Top "10" Priorities for 2013

EXECUTIVE PERSPECTIVE

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**LOOKING TO
WINCHESTER'S FUTURE
DEPARTMENTAL VIEW**

MAJOR CHALLENGES

Winchester, Virginia

October 2012

DEPARTMENT: City Attorney's Office

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- **CONTINUITY OF LEADERSHIP AND MANAGEMENT**– In the nearly six (6) years I have served as City Attorney, there have been eight different people serving in the City Manager position (including persons serving in an interim capacity). Each of these individuals has had different perspectives on leadership and management. Major projects have started and stalled and the organization has undergone a great deal of stress. Over the next five (5) years, a major challenge will be rebuilding a team within the City's Administration that is able to effectively take on a major project and bring it to conclusion from beginning to end under a unified and continuous management effort.

- **CONTINUITY OF VISION AND DIRECTION** – In the nearly six (6) years I have served as City Attorney, the number of members serving on Common Council has been reduced from thirteen longstanding members to nine (9), and in one year (2008) four of the nine longstanding members were replaced by new members of the governing body. Since that time, three new members have been added to Council. Excluding the Mayor, President, and one other member of Council, no member has more than one term of service as a member of the governing body. Over the next five (5) years, one of the greatest challenges will be efforts to work with the governing body to form a continuous vision and direction.

- **ADMINISTRATIONS DEVELOPMENT AND ADHERENCE TO STANDARD OPERATING PROCEDURES AND PROTOCOLS** – Due to the changes in leadership styles and philosophies experienced by this organization over the years standard operating procedures and protocols have diminished to the point where departments don't follow them largely because they don't know what the rules are. This organization currently does not even have a formally adopted organizational structure. Over the next five (5) years, one of the greatest challenges will be to redevelop and re-implement standard operating procedures and protocols that are followed throughout the organization.

MANAGEMENT IN PROGRESS 2013

Projects and Issues

Winchester, Virginia

October 2012

DEPARTMENT: City Attorney's Office

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 BETTY JO MANUEL v. CITY OF WINCHESTER – WCC CL-10-435 – Claim for damages caused to residential property due to sewage back up. Currently pending in Winchester Circuit Court for trial October 10, 2012.
- 2 MILLWOOD AVENUE PROJECT – Preparing documents and coordinating necessary work to conclude the proposed transfer of land related to the Millwood Avenue Project. Incorporate recent proposed revisions to MOU and Development Agreement and provide optional transfer language pursuant to Motion made by Councilman Clark.
- 3 ECC RADIO PROJECT – Review and revise negotiated terms for the Emergency Communications Radio Project.
- 4 COMCAST FRANCHISE – Revise and negotiate with COMCAST for new cable franchise Agreement.
- 5 GAVIS PROPERTY – Aid Management Team in addressing Building Code and Zoning Violation issues on dilapidated property owned by Gavis. Prepare and file Bills of Particular on existing cases in WGDC – due September 10, 2012.
- 6 BOARDS AND COMMISSIONS – Work with team established by Common Council to address issues and concerns with City appointed Boards and Commissions.
- 7 COMPREHENSIVE REVIEW AND REVISION OF WZO – Aid the Zoning Administrator in implementation of a comprehensive review and revision of the Winchester Zoning Ordinance.
- 8 ERVIN DEVELOPMENT – Conclude delinquent tax cases filed against Ervin Development, Inc. – current return on Order of Publication is September 10, 2012.
- 9 GLASS GLEN BURNIE / GREEN CIRCLE – Prepare Deed of Easement and legal description and close on Glen Burnie Property for Green Circle Trail.

- 10 WILLIAMS v. EISENACH – (WGDC - GV12-4675) Provide representation to Utilities Director and City in civil claim for money damages related to utility bill that plaintiff claims to have erroneously paid for a City light pole.
- 11 UPDATE CITY CODE – Review and revise recommended revisions to City Code related to assessments for license taxes, personal property taxes, and real estate taxes proposed by the Commissioner of the Revenue.
- 12 SPECIAL EVENTS PROMOTER – Provide counsel and review draft contract prepared by Purchasing Agent concerning the Special Events Promoter.
- 13 FWSA – Address inquiry from FWSA concerning the concurrent Resolution regarding the compensation of their Chairman.
- 14 BEAR'S TRADING POST – Address and provide counsel to Chief of Police regarding Automated Pawn and Precious Metals Software requirement.
- 15 SCOPE OF REPRESENTATION – Gathering information and preparing to address Scope of Representation (Item #1 of 2013 Short Term Issues and Projects below) for possible consideration at Council Retreat in October.
- 16 CELL TOWERS – Provide counsel and assistance to Zoning Administrator concerning the possible incorporation of provisions in the WZO regarding Section 6409(a) of the Middle Class Tax Relief and Job Creation Act as it relates to restrictions on the installation of antennas on existing cell towers.
- 17 FEE INCREASE PROPOSAL – Review proposed revisions submitted by WPD for administrative fee increases and provide feedback.

**NEW INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
October 2012**

DEPARTMENT: City Attorney's Office

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 ADDRESS AND RECONCILE relationships between the City and its appointed boards and commissions. Implement a uniform set of Rules and Regulations applicable to each and impose parameters of operations, bylaws, and other mechanisms to ensure continued positive relations.
- 2 ADDRESS AND RECONCILE relationships between the City and County and attempt to foster opportunities for shared resources and revenues (DSS, Emergency Communications and Services, Parks and Recreation, etc.).
- 3 CONTRACTS ADMINISTRATION AND REVIEW – Implementation of a process whereby all contracts, ITB's, RFP's and other procurement related documents are CONSISTENTLY forwarded for review and approval by this Office prior to release or execution.
- 4 SCOPE OF REPRESENTATION – Address whether or not the Office of the City Attorney will provide representation and/or manage representation for the School Board, DSS, and EDA. In the event that Council supports reclaiming these areas, implement a plan of action to facilitate the transfer of services.

MAJOR CHALLENGES

Winchester, Virginia

October 2012

DEPARTMENT: Commissioner of the Revenue

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- Attracting healthy businesses which in turn provide stable employment
- Improving the educational and economic level of our citizenry
- Managing the burgeoning special needs population challenging our schools
- Improving traffic flow so citizens opt to patronize city businesses over county equivalents
- Developing a comprehensive tourist/Old Town plan which brings out-of-area revenue to city businesses and increases overnight stays

MANAGEMENT IN PROGRESS 2013

Projects and Issues

Winchester, Virginia

October 2012

DEPARTMENT: Commissioner of the Revenue

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Preparation for annual business license renewal season
- 2 Preparation for culmination of biennial real estate reassessment: Analysis of results provided by 3rd party vendor; property owner questions, appeals, BOE, etc.
- 3 Preparation for annual Real Estate Tax Relief Program
- 4 Revision of City Code regarding appeals process of local taxes; exemption for disabled veterans
- 5 Several significant audits
- 6 Increased interagency cooperation, e.g. ABC, Cigarette Tax Board, tax agencies
- 7 Develop future plan for Personal Property application. Is now a custom stand-alone process
- 8 Review of City real estate in land use reduced taxation status

**NEW INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
October 2012**

DEPARTMENT: Commissioner of the Revenue

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Comprehensive IT Plan
- 2 Stability in City Manager position
- 3 Improved security for City Hall
- 4 COR and IT work to calculate personal property tax relief as a percentage of the current \$4.50 rate rather than the original \$3.50 rate. Creates a more logical bill for taxpayers.

MAJOR CHALLENGES

Winchester, Virginia

October 2012

DEPARTMENT: Winchester-Frederick County Convention & Visitors Bureau (Tourism)

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- Establishing and maintaining goodwill with the citizens of Winchester.
- Continuing the advancement of technology in the workplace.
- Keeping the area safe for citizens and visitors alike.
- Keeping the infrastructure in good shape, and the roads capable of handling traffic.
- Ensuring that citizens remain friendly and welcoming to visitors.
- Addressing the unemployment rate & creating jobs in the service industry.
- Continuing development of new tourism product, always having 'something new' to promote.
- Addressing employee morale & retaining great staff at all levels.

MANAGEMENT IN PROGRESS 2013

Projects and Issues

Winchester, Virginia

October 2012

DEPARTMENT: **Winchester-Frederick County Convention & Visitors Bureau (Tourism)**

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Creation & development of a mobile website that we won through a contest.
- 2 Completion and launch of a new www.VisitWinchesterVA.com website.
- 3 Creation of new & updated group tour itineraries for the American Bus Association's Marketplace in Charlotte in January, 2013.
- 4 Addition of pictures to our library of photos – photos that will help prospective visitors picture themselves having fun in Winchester-Frederick County restaurants, attractions, and at events, and make them want to be here now.
- 5 Completion of an integrated signage program on I-81.
- 6 Submit proposal to host 2013 VA Visitor Center Seminar, sponsored by VTC.
- 7 Make plans to host the Mid-Atlantic Tourism Public Relations Assoc. meeting in June 2013.
- 8 Work with CPC & VTC to explore the possibilities of creating a Patsy Cline Trail.
- 9 Creation of a new rack card for distribution in south Central PA & Western PA. & contracting with a distribution company.
- 10 Production of the 2013 official Winchester-Frederick County Visitors Guide.
- 11 Development of a new video about the area, and “B roll.”
- 12 Increase the number of visitors to our website by 20%.
- 13 Increase the number of Likes on our Facebook page by 25%.
- 14 Develop and maintain the expanded exhibit space in the visitor's center.

**NEW INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
October 2012**

DEPARTMENT: Winchester-Frederick County Convention & Visitors Bureau (Tourism)

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Completion of the Green Circle section that goes by the Patsy Cline Historic House.
- 2 Work with CPC, VTC, and applicable city departments to explore the opportunity to create & develop a Patsy Cline Trail.
- 3 Collaborate with local historians & others in preparation for the Commemoration of the 150th Anniversary of the Third Battle of Winchester and specifically Sheridan's Field Hospital.
- 4 Help promote the Korean War Memorial in Jim Barnett Park when it is completed.
- 5 Completion of the Taylor Hotel Project.

MAJOR CHALLENGES

Winchester, Virginia

October 2012

DEPARTMENT: Economic Redevelopment/EDA

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- Challenging demographics (educational attainment, poverty rate)
- Limited available property for development
- General downturn in the national economy
- Quality of the City's housing stock
- Recruitment of new businesses
- Increasing sales, meals, and machinery and tools tax receipts
- Redevelopment of ZeroPak
- Redevelopment of Ward's Plaza
- Available financial resources to affect redevelopment of above stated properties
- Available staff resources
- Political support for redevelopment efforts

MANAGEMENT IN PROGRESS 2013
Projects and Issues
Winchester, Virginia
October 2012

DEPARTMENT: Economic Redevelopment/EDA

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Redevelopment of the Taylor Hotel
- 2 Star Building redevelopment (Social Services)
- 3 Receipt of Enterprise Zone designation from the State
- 4 Redevelopment of 317 S. Cameron Street (Old Jail)
- 5 Completion of Monticello Street extension
- 6 Improvement of economic redevelopment marketing efforts

**NEW INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
October 2012**

DEPARTMENT: Economic Redevelopment/EDA

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Completion of the Taylor Hotel Rehabilitation
- 2 Reoccupy former cheese plant factory on N. Kent Street.
- 3 Initiate the redevelopment of the Winchester Towers on the corner of Piccadilly and Cameron Street
- 4 Implementation of Virginia Enterprise Zone incentives by appropriate City Council authorization and fund appropriation
- 5 Disposition and redevelopment of 317 S. Cameron Street
- 6 Completion of the redevelopment of the Star Building and downtown information center
- 7 Establishment of economic development benchmarks and monthly reporting of the same
- 8 Facilitate the development of 25 new market rate housing units in the Central Business District
- 9 Develop new economic development marketing utilizing social media and other technological venues
- 10 Stimulating the development of 50 new jobs at or above current median wage
- 11 Stimulate the increase of sales tax by attracting new businesses in an amount no less than 5%
- 12 Stimulate the increase in meals tax by attracting new restaurants in an amount no less than 5%
- 13 Disposition of 443 and 448 N. Loudoun Street

MAJOR CHALLENGES

Winchester, Virginia

October 2012

DEPARTMENT: Emergency Management

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- Overall fiscal stability at a level that will permit the needs of the community to be addressed in a professional and thorough manner.
- The ability of the city to comprehend, address and be prepared for major events of a natural, manmade, radiological or technological nature.
- The creation and solidification of public/private partnerships, which are functional not only during times of normal operations but also during major emergency situations.
- The need to create an environment of awareness throughout the community whereas citizens are aware that various situations can arise and that they need to plan for these events and be ready to address the initial stages of the events from a personal level.
- The establishment and maintenance of an Emergency Management Department & Organization that has the ability to create and maintain a comprehensive Emergency Management program that insures the safety of the community.
- Ability of the City to meet the various mandates handed down from federal and state government entities.

MANAGEMENT IN PROGRESS 2013

Projects and Issues

Winchester, Virginia

October 2012

DEPARTMENT: Emergency Management

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 800 MHz Trunked Communications Project
- 2 Community Emergency Response Team (CERT) program
- 3 National Incident Management System program (NIMS), training and compliance
- 4 Emergency Operations Plan Development, Editing and Training
- 5 Administration of the Local Emergency Management Planning Grant (LEMPG)
- 6 Administration of Pet Sheltering Grant and Program
- 7 Local Emergency Planning Committee (LEPC) – SARA Title III Program
- 8 Northern Valley Emergency Preparedness Team
- 9 Facility Emergency Response Plan Reviews
- 10 Mitigation Plan Review, Coordination, Introduction for Adoption & Implementation
- 11 Mobile Command Unit Maintenance, Operation and Training
- 12 Emergency Operations Center semi-permanent establishment
- 13 Operation & Evaluation of the Deltaalert Community Alerting System
- 14 Regional Homeland Exercise and Evaluation Program (HSEEP)
- 15 Creation and Maintenance of Private/Public Sector Emergency Preparedness Partnerships
- 16 Creation of a Volunteer Organizations Active in Disaster (VOAD) organization within the city and region.

- 17 Editing and updating the Resource Manual
- 18 Editing, update, crafting, exercising the Emergency Operations Plan including all annexes.
- 19 Community Outreach Programs (various)
- 20 Training/Exercise Program
- 21 Personal Professional Development

NEW INITIATIVES 2013: SHORT-TERM ISSUES AND PROJECTS Winchester, Virginia October 2012

DEPARTMENT: Emergency Management

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Design and implement a comprehensive communications management program to coordinate maintain and manage the new communications system thus protecting system operation, inventory and investment. A program similar in nature to that instituted in IT would be appropriate.
- 2 Creation of a fulltime Technician/Clerical Deputy Coordinator position within the Emergency Management Department.
- 3 Appointment of a Deputy Emergency Management Director creating organizational depth at the Director level.
- 4 Allocate resources that will permit the upgrading of the Emergency Operations Center in a manner that will permit the EOC to support operations in an efficient technologically sound manner.
- 5 Appointment a Deputy Coordinator from existing staff creating organizational depth at the Coordinator level.
- 6 Implementation of a training course designed for elected officials that will familiarize City Council members with the Emergency Management mission and the NIMS program. Course – ICS-402 – ICS Overview for Executives/Senior Officials
- 7 Staff Training Course – G191 - ICS/EOC Interface
- 8 Discipline Specific Training Courses i.e. Procurement, PIO, etc.

MAJOR CHALLENGES

Winchester, Virginia

October 2012

DEPARTMENT: Finance Department

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- New school capital needs. This will increase the City's debt burden which is already high based on our analysis from the major rating agencies, *Moody's* and *S&P*.
- New GASB requirements to put an actuarial valuation on our defined benefit plan the record that on the City's balance sheet. We are also strongly encouraged to fund this actuarial number. This is similar to the OPEB figure for our health insurance, which we currently fund.
- With the Current re-assessment there are concerns that our commercial reassessment will be lower than projections, affecting our debt policies.
- Increased infrastructure needs (water & sewer) without capacity to raise rates much more.
- Increase in Citizen demands on services without the capacity to raise many more taxes.
- From an internal perspective of the organization I have concerns about the culture of our organization that many of our employees are not willing (or feel able) to bring forth new ideas because of a fear of being told "no". So many of our personnel have great ideas and a lot to offer the City. We need to get back to where we were where we could have positive conversations, whether you agree or not, we were all working together towards a common goal of the City. Being "right" is not always paramount, but getting to the end result should be. This may be because we have lost trust in each other.

MANAGEMENT IN PROGRESS 2013
Projects and Issues
Winchester, Virginia
October 2012

DEPARTMENT: Finance Department

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 City-wide reassessment process- will be effective 1/1/2013
- 2 FY 2012 Audit work (primary)
- 3 FY 2014 Budget preparation
- 4 We recently hired a new full-time employee in the finance department to manage the CDBG grant previously administered by the Regional Commission. This will take training.

**NEW INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
October 2012**

DEPARTMENT: Finance Department

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Better CIP planning; addition of an information technology plan that looks similar to our current equipment replacement plan.
- 2 Automated time and attendance is a necessity to ensure compliance with federal regulations and will offer a greater ability to monitor time and compliance with internal policies.
- 3 I hope the trust and communication issue(s) can take positive steps forward this year.
- 4 Refined Accounts Payable process with a focus on a more efficient process and better cash management.

MAJOR CHALLENGES

Winchester, Virginia

October 2012

DEPARTMENT: Winchester Fire and Rescue Department

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- Financial uncertainty
- CIP projects, including regional burn building and volunteer station upgrades
- The ability of volunteer fire stations to remain fiscally viable
- Succession planning, looming retirements of key personnel
- Achieving / keeping abreast of equipment, technology, and apparatus standards
- Increasing of call demand(s) for emergency services
- Creation of a new position for Training/Health and Safety Officer for WFRD
- Establish a volunteer fire company operation manual to ensure conformity in recruiting, operational practices, and WFRD minimum operational standards
- Loss of grant opportunities / funding initiatives and the state and federal level(s)
- Establishment of automatic aid versus mutual aid with our Frederick County partner
- Full implementation of the City-wide 800 MHz radio system
- Disaster readiness / EOC training and preparation for all key City personnel
- Homeless population and the demands on services to help each
- Escalation of rental properties: ensuring each occupancy inhabitable and safe; in accordance to all life safety codes
- Escalation of an aging population: addressing their needs for services
- Diversity: achieving a diverse workforce
- Diversity: outreach programs to enhance communications with our ethnic groups
- Remaining competitive with workforce salaries and benefits: reducing the number of employees who migrate to Northern Virginia for employment

MANAGEMENT IN PROGRESS 2013

Projects and Issues

Winchester, Virginia

October 2012

DEPARTMENT: Winchester Fire and Rescue Department

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Departmental Strategic Planning Process
- 2 Assistant Fire Marshal vacancy
- 3 Assistance with City-wide 800 MHz radio project
- 4 Apple Blossom Festival public safety and other special events
- 5 Ops 101 class to educate our local, state legislators on issues surrounding firefighting
- 6 VFCA and IAFC volunteer recruiting and retention program
- 7 EOC training for company officers
- 8 Haz Mat leak and spill unit
- 9 Life safety initiatives
- 10 Community Public Fire Education manual
- 11 Life safety education to all WPS children (K thru 4th grades)
- 12 Regional response issues / standardization of emergency response(s) and standardization of Standard Operating Procedures (SOPs)
- 13 Northern Shenandoah Valley Incident Management Team (IMT) to assist all jurisdictions with complex/long term incidents
- 14 Reorganization of departmental policies / procedures in a standard format, aligning with our mutual aid partners
- 15 Increasing / enhancing our training and response readiness with our Regional Hazardous Materials response team
- 16 Pursuance of funding stream(s) for inspection and permitting of Above Ground Storage tanks (AST) and Below Ground Storage Tanks (UST) and other Hazardous Use Permits for storage of flammable/hazardous materials

**NEW INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
October 2012**

DEPARTMENT: Winchester Fire and Rescue Department

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Creation of a master facility plan that includes criteria for station design, location, maintenance, and essential amenities that meets the needs of career and volunteer firefighters, along with all City facilities
- 2 Upgrades to CAD system to allow the use of MDCs in apparatus
- 3 Partner with department heads to establish a template for performance measurements
- 4 Adhere to the 800 MHz timeline for implementation as much as it is feasible
- 5 Electronic time sheets for employees (following the Berry-Dunn Master plan)
- 6 Allowance of additional line item budget entries to departmental budgets and flexibility to move monies between similar accounts

MAJOR CHALLENGES

Winchester, Virginia

October 2012

DEPARTMENT: Human Resources/Office of Public Information

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- Maintaining a competitive compensation system that allows us to remain competitive with other jurisdictions resulting in strengthening our ability to retain and recruit employees.
- Establishing and maintaining an annually funded performance based merit pay system that rewards employees based upon their performance level.
- Global succession planning to ensure that we have employees trained to move into leadership positions as they become available.
- Maintaining a lucrative benefits package so that we remain competitive with other jurisdictions resulting in strengthening our ability to retain employees. This would include reinstatement of the tuition assistance program. The City needs to do what it can to encourage and incentivize employees to continually strive to further their education and training.
- Implementation of a time and attendance software program.

MANAGEMENT IN PROGRESS 2013

Projects and Issues

Winchester, Virginia

October 2012

DEPARTMENT: Human Resources/Office of Public Information

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 We are in the process of implementing a new performance appraisal system.
- 2 We are in the process of imaging employee medical files so that they are available electronically the same as our personnel files.
- 3 We are working to expand training opportunities that will be beneficial to staff.
- 4 Beginning to look into salary compression issues in the City and determine strategies as to how to deal with those situations.
- 5 Discussion is underway to develop a comprehensive employee wellness program that would include incentives for employees to exercise and participate in other related wellness related programs.
- 6 Reviewing our current pay and compensation plan to determine how we can make it more competitive.
- 7 Project is underway to televise council work sessions and rebroadcast them along with city council meetings via the City's community TV channel 6.
- 8 Working on additional venues in which we can provide the public with information about on-going and up-coming projects within the City, such as by way of an annual report and/or quarterly newsletters.
- 9 Working on revising the Comprehensive Employee Management System (CEMS) to bring it up-to-date.
- 10 We continue to review on an on-going basis the internal processes of the Human Resources Department in an effort become as efficient as possible and to ensure that we are providing the best possible customer service to city employees.
- 11 Discussion is underway in regards to evaluating the exempt/non-exempt status of our employee group.

**NEW INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
October 2012**

DEPARTMENT: Human Resources/Office of Public Information

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Implementation of time and attendance software.
- 2 Implementation of an employee performance based merit pay system.
- 3 Put the necessary hardware in place to allow staff to wirelessly synchronize calendars and contacts on our PDA devices.
- 4 Implementation of a comprehensive wellness program for employees.
- 5 Streaming of council meetings and work sessions on the City's website, as well as archive them on the website for future viewings.
- 6 Production of at least an annual report that highlights and summarizes the major accomplishments in the City for distribution to the citizens.
- 7 Procurement of an enterprise server that will allow the City to manage our emails, archive them and maintain a universal employee email address database that all staff can utilize.
- 8 Implementation of a performance based budgeting process.

MAJOR CHALLENGES

Winchester, Virginia

October 2012

DEPARTMENT: Information Technology

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- Maintaining infrastructure investment while, at the same time, maintaining a stable tax rate. This includes maintenance of existing infrastructure as well as creating new infrastructure.
- Staff turnover and training in all parts of the organization. Turnover has the hidden cost of lack of productivity and the not so hidden cost of increased training requirements.
- IT technology training as well as continuing higher education.
- IT staffing concerns will remain a challenge. Vacancies in the IT Department have caused strained workloads and inhibited the ability to maintain an efficient support structure. The City must fill the frozen PC Support Technician. The current PC and Network Support Technician is working well outside of the job description which may impact future levels should this person accept a position outside of the City that is more in parallel with skill set and compensation. Create System Administrator position.
- Securing the network in regards to an increase in mobile devices. This will be very difficult to manage going forward with very little control over connectivity to and from the Internet to include VPN access and remote site support. The City should have their own connection to an ISP outside of Winchester Public Schools.
- Keeping up with the 24/7 access requirements with smartphones and tablets in the future
- City needs documented policies and procedures for the management of mobile devices.
- Web enablement to allow citizens to interact with the City on their schedule. E-Government capabilities offered by the City are severely limited
- Better understanding of the data in the system so that information for better decisions can be garnered from it.

- IT managed refresh cycle – hardware and software
- Implementing communication and collaboration tools (Exchange, Office 365, Google Apps)
- Implementing a documented enterprise-wide Disaster Recovery and Business Continuity Plan.
- Challenges with existing billing and collections applications used by the Treasurer's and Commissioner's offices.
- Developing original and timely IT policies and procedures.
- Determining the timing and viability of moving to virtual desktops and tablets instead of hardware desktops and laptops
- Determine the timing and utility of replacing the enterprise resource planning software suite.

MANAGEMENT IN PROGRESS 2013

Projects and Issues

Winchester, Virginia

October 2012

DEPARTMENT: Information Technology

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Complete and adopt Information Technology Strategic Plan
- 2 Windows server virtualization is currently in progress. This will consolidate at least 15 servers into 3 servers with shared storage. This will ease administration from an IT prospective and also save electricity by reducing server power and cooling requirements.
- 3 Wireless connectivity for the City is also in progress. An access point has been set up on the 3rd floor of the Timbrook Public Safety Center building. This access point is still in testing. A second access point will be installed for use in the Council Chambers at City Hall.
- 4 Reconfiguring the entire network to support the security features of Cisco Network Access Control (NAC) and implementation of NAC.
- 5 Provide guest access to network
- 6 New IP addressing for TPSC
- 7 Redundant DHCP for TPSC
- 8 File Server Security
- 9 Improve logging and usage tracking of network resources
- 10 Implement mobile device management. Includes tablets (iPad's), smartphones, and notebooks.
- 11 Select and implement enterprise e-mail and calendaring solution
- 12 Extend OptiView document management inquiry access to remote departments

- 13 Install document management system to several remaining departments in City Hall and then to outlying departments.
- 14 Personal Property fixes/enhancements
- 15 Windows disaster recovery using virtualized servers.
- 16 Convert all document overlays used by the City to a less expensive option than currently being used.
- 17 Developing Drupal content management system (CMS) to replace the current website. This will allow content management by multiple users instead of a single user.

NEW INITIATIVES 2013: SHORT-TERM ISSUES AND PROJECTS

Winchester, Virginia

October 2012

DEPARTMENT: Information Technology

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Adopt and begin implementation of I.T. Strategic Plan
- 2 Identify ongoing funding stream for IT Strategic Plan implementation
- 3 Securing the network in regards to an increase in mobile devices. This will be very difficult to manage going forward with very little control over connectivity to and from the Internet to include VPN access. The City should have their own connection to an ISP outside of Winchester Public Schools.
- 4 IT staffing concerns will remain a challenge. The City must hire a PC Support Technician. The current PC and Network Support Technician is working well outside of the job description which may impact future levels should this person accept a position outside of the City that is more in parallel with skill set and compensation.
- 5 Select and implement communication and collaboration tools. (Exchange, Office 365, Google Apps)
- 6 Complete virtualization of City Hall Windows servers
- 7 Fully functional windows disaster recovery between City Hall and Parks
- 8 Implement group based security for all city sites

MAJOR CHALLENGES

Winchester, Virginia

October 2012

DEPARTMENT: WPA

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- **Parking Garage Projections** – The Authority has developed a parking garage projections worksheet that illustrates revenue, expenses, capital improvement projects, potential city support (through expiring Business Development Grant), debt of the George Washington Autopark and fund balance through FY 2017. The projections also depict the necessary rate increases for each fiscal year. As of FY 2012, monthly rates in all garages are \$42 undercover and \$35 on roof. According to our projections, it is expected the rates by FY 2017 will be \$67 undercover and \$60 on the roof. The Authority is concerned that the market may not be able to stand such increases and may adversely affect our usage numbers and may also impact the downtown goal.
- **Capital Maintenance Needs** – Funding necessary repairs to Court Square, Loudoun and Braddock Autoparks totaling \$1 million. Repairs are recommended to be completed within a 5-year period by Blue Ridge Design who conducted the condition assessments for each facility. With city support of \$290,000 per year over a 3-year period beginning in FY 2015 through the expiring Business Development Grant in FY 2015, this support will assist the Authority in completing the necessary repairs at Court Square Autopark at a price tag of \$446,606.40. This would also allow the Authority to continue making bond payments without having to raise rates more drastically.
- **Four Garages** – The garages are open 24/7, 365 days a year. As downtown hosts more events, nightlife and residential living there are concerns about safety especially nights and weekends. The police do patrol the autoparks but it would be prudent to have another “frank” downtown to monitor the downtown area including the parking garages and parking lots (especially Cork Lot) during nights and weekends. We experience on nights/weekends: vandalism, people sleeping in the stairwells, people urinating/defecating in the garages, etc. We have approximately 100 cameras located in our garages but they do not deter such activities.

- **Parking Meters** – The Authority operates approximately 500 on street and off street parking meters. City Council is responsible for the regulation, control, and rates up to the maximums set forth in 14-66 and use of the parking meters installed. The Public Safety Committee shall be responsible for the location of the meters within the meter zone. The Winchester Parking Authority shall be responsible for the operation and maintenance of such meters. It is difficult to increase the hourly rate in the garage (current rate \$0.50) when Council regulates the rates on the parking meters. Having the hourly rate in the garages and meter rates balance is ideal which is the current situation; however, the Authority is looking at other ways to increase revenue to meet its obligations.
- **Garage Operations** – Currently, the garages operate by space numbers for monthly parkers instead of by capacity. This is a challenge to guarantee their space as we are open 24/7 but not staffed 24/7. Staff routinely receives calls that someone is parked in their rented space or that a monthly parker is parking on the ground level instead of their assigned space. The Authority is concerned with maximizing the usage of the parking facilities at an affordable price. Currently, the Authority is developing a survey to ask monthly parkers the following: do they like having a “designated parking space” in the garage, what are the advantages/disadvantages of having a specific assigned parking space, would they be willing to pay a premium price to continue having a designated specific space if the garages operated by capacity and not by specific space numbers and how would they feel if the Authority eliminated assigned parking spaces in the garage and could park anywhere in a particular garage.
- **Public Perception** – Staff always gets asked the following question: “why do I have to pay for parking?” The public perception seems that the Authority should offer free parking. The Authority was created in 1964 to provide public parking for a fee. The Authority operates solely on its revenues generated from parking ranging from the parking meters, meter fines, hourly and monthly parkers in the garages. Our hourly rates are \$0.50 an hour at both the garages and meters. The monthly rates at the garages are \$42 undercover and \$35 on the roof. We receive complaints daily about the costs of parking.

MANAGEMENT IN PROGRESS 2013

Projects and Issues

Winchester, Virginia

October 2012

DEPARTMENT: WPA

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Formed WPA operations committee – currently researching the possibility of operating the garages by capacity instead of by individual space numbers
- 2 Working on launching credit card on file program for monthly parkers
- 3 Working on launching debit card program for hourly parkers
- 4 Researching ways to power wash the garages while being environmentally friendly and staying open to the public
- 5 Routing current camera system at all garages to our main office at the George Washington Autopark
- 6 Transitioning Old Town Maintenance Crew to Parking Authority Maintenance Crew the responsibility of outside maintenance of all garages and parking lots. This includes mowing, weed eating, trimming hedges, sweeping parking lots and cleaning trash/broken bottles.
- 7 The Authority is studying the possibility of another monthly parker rate increase. Last \$5 rate increase was implemented in February 2012. This will be studied further by the Authority over the next several months.
- 8 The Authority has purchased 300 digital meters to replace the old mechanical meters. The Authority still has over 200 mechanical meters that need to be replaced, however, have delayed purchasing due to budget constraints. One digital meter costs approx. \$150
- 9 Align the expenses/revenues with the projections worksheet
- 10 Developing a lease agreement between the Authority and the SABF for the Braddock Autopark over the 2013 SABF weekend
- 11 WPA maintenance staff is beginning to conduct joint sealant repairs at Court Square and Loudoun Autoparks to prevent any further deterioration.

- 12 Providing temporary parking for those displaced during the Indian Alley project. Currently, there are 114 displaced individuals and we printed 3500 validation coupons for businesses to provide to their customers.
- 13 Working with the Christmas Parade committee and First Night Winchester on their upcoming events as it relates to parking downtown.
- 14 Working with the Ag Day Committee and the Rally in the Alley for their events scheduled on the Hable lot in October.
- 15 Complete set up of our new count monitoring system for the garages once operations committee has reached a decision

**NEW INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
October 2012**

DEPARTMENT: WPA

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Finalize a lease agreement between the Authority and the SABF for the Braddock Autopark over the 2013 SABF weekend
- 2 Complete routing the current camera system at all garages to our main office at the George Washington Autopark
- 3 Conduct power washing the garages
- 4 Launch debit card program for hourly parkers
- 5 Launch credit card on file program for monthly parkers
- 6 Continue to provide adequate parking that is safe, convenient, clean and close – the Authority's mission statement
- 7 Work with Council to address the potential city support of the necessary capital maintenance needs in FY 2015 outlined in the projections worksheet

MAJOR CHALLENGES

Winchester, Virginia

October 2012

DEPARTMENT: Parks & Recreation

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- Funding for minor and major capital projects. Department specific-continued ADA upgrades, vehicle and equipment replacement, facility upgrades and general maintenance, new waterlines in our parks, street paving, aging aquatic facility renovations (indoor and outdoor pools), and playground equipment and surfacing replacement.
- Increased workforce to meet the needs and expectations of our citizens.
- Employee morale-Retaining staff at all levels of the organization.
- Funding for general operations and maintenance of facilities and city amenities. We continue to add infrastructure (trails, etc.) but operational funds and workforce to properly manage and maintain is not properly funded.
- Information Technology issues-Strategic Plan

MANAGEMENT IN PROGRESS 2013

Projects and Issues

Winchester, Virginia

October 2012

DEPARTMENT: Parks & Recreation

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 ADA projects-better accessibility to facilities
- 2 New fee schedule with a focus on recovering more costs from user groups
- 3 Green Circle trail in conjunction with other city departments
- 4 Proposed skate park
- 5 Special events discussion
- 6 Korean War Memorial in Jim Barnett Park
- 7 Park Master Plan revisions
- 8 WebTrac implementation in FY2015 (preparation and planning in FY2014)

**NEW INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
October 2012**

DEPARTMENT: Parks & Recreation

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Wellness/fitness time for employees
- 2 Employee morale activities
- 3 Continue funding for ADA projects in the park
- 4 Continue funding for athletic facility improvements
- 5 Resurface the leisure pool at the outdoor pool
- 6 Playground safety issues-resurfacing at the ADA playground and outdated playground equipment at community parks (as identified in the park playground plan)
- 7 Reinstate continuing education funding and training for employees
- 8 Implement communications plan
- 9 Development of a vehicle and equipment fund to address aging equipment

MAJOR CHALLENGES

Winchester, Virginia

October 2012

DEPARTMENT: Planning

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- Becoming too much of a center for Dependent Population
- Continued loss of taxable real estate to tax-exempt status
- Continued Competition with Frederick Co for retail & office development
- Corridor appearance (signage, landscaping, overhead utilities, land uses)
- Completion of the Green Circle Trail
- Balancing Preservation and Development
- Balancing Nightlife/Entertainment with Residential use downtown
- Improving the Educational Attainment levels of City adults
- Expanding Public Transit and alternative modes of transportation
- Stormwater Management and Chesapeake Bay Act compliance
- Neighborhood Revitalization and Stabilization
- Code Compliance/Enforcement for Substandard (but not 'Blighted') property
- Increasing local wages and income
- Energy costs and pricing

MANAGEMENT IN PROGRESS 2013

Projects and Issues

Winchester, Virginia

October 2012

DEPARTMENT: Planning

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Downtown Strategic Plan
- 2 MPO Bike and Pedestrian Mobility Study
- 3 Green Circle Trail
- 4 Millwood Avenue Project
- 5 Historic District Survey
- 6 Technology Training- Sunguard Planning & Zoning module applications
- 7 Zoning Text Amendment- Signage provisions
- 8 Zoning Ordinance Rewrite- Assist Zoning Administrator with major rewrite
- 9 Corridor Enhancement District implementation- additional rezonings
- 10 Comprehensive Plan Promotion/Education/Implementation
- 11 Development Review- rezonings, CUP's, site plans, subdivisions, street vacations

NEW INITIATIVES 2013: SHORT-TERM ISSUES AND PROJECTS Winchester, Virginia October 2012

DEPARTMENT: Planning

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Millwood Ave Project (post-CTB approval of access break modification)
- 2 Green Circle Trail
- 3 Corridor Enhancement District(s)
- 4 National Historic District expansion
- 5 Zoning Text Amendment for Signage
- 6 Downtown Strategic Plan implementation
- 7 Clerical and professional staffing (including Deputy Zoning Administrator)
- 8 Improved Sunguard (Naviline)- Planning & Zoning module
- 9 Planning & Zoning Webpage update and enhancements
- 10 John Kerr Elementary School (and related roadway) planning
- 11 Transportation project planning- E. Tevis St, Battaile Dr, Valley Ave
- 12 Mixed Use projects- Ward Plaza, Meadow Branch Ave Ext, Downtown
- 13 MPO Studies for expanded transit, corridor studies, access management

MAJOR CHALLENGES

Winchester, Virginia

October 2012

DEPARTMENT: Winchester Police Department

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- Budget is always a consideration but the next 5 years are going to be especially challenging, as the City has to deal with the fallout from potential cuts in the Federal budget. This could have a significant impact on our employment in the region. In addition, we rely on Federal grants to provide needed equipment and enforcement not supported by the City budget. Many of these grants have been used in the past to buy equipment, pay for training and support added positions. Much of this funding will have to be supplanted by City funds.
- Making sure our employee compensation system is designed to insure employees are adequately rewarded for their experience and knowledge gained over the years, and that the City remains competitive in the hiring process. We also need to make sure the system provides incentives for employees to seek more responsibility and higher rank. Current salaries are often so compressed there is little, if any, incentive to pursue higher rank.
- We need to insure there is adequate training and education available to prepare the next generation of City leadership. Past budget cuts have eliminated the only sources of leadership training available to most departments.
- The City needs to continue with the impetus to improve the technology infrastructure. Employee efficiency and quality customer service are dependent upon improvements in IT. Because of past budget neglect the current situation is going to require significant financial stimulation in order to catch-up.

MANAGEMENT IN PROGRESS 2013
Projects and Issues
Winchester, Virginia
October 2012

DEPARTMENT: Winchester Police Department

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Procurement and implementation of the new public safety communications system.
- 2 Automating the property evidence process.
- 3 Creating a paperless police department by removing several duplicating layers in the report writing process.
- 4 Improving crime prevention and public awareness efforts by creating and deploying a position of community relations/crime prevention specialist.
- 5 Developing leadership training for our new set of leaders within the department.

**NEW INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
October 2012**

DEPARTMENT: Winchester Police Department

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Enhance the training, especially for supervisors and new managers, available from the City.
- 2 Better prepare the city to deal with major incidents.
- 3 Develop a computer based on-line training system and lab that will allow employees to receive extra training at their own pace and during slack times in the work schedule.
- 4 Improve the ability to coordinate activities and meetings using technology.
- 5 Continue to knock down departmental stovepipes by continuing to tackle citywide problems using the CRT process.
- 6 A comprehensive salary study to address the issues of lack of salary scale for employees and salary compression.

MAJOR CHALLENGES

Winchester, Virginia

October 2012

DEPARTMENT: Public Services

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- Funding to continue current program of infrastructure replacements (utility lines, stormwater, sidewalks, paving, etc.).
- Competitive employee salaries
- Funding for other capital projects (new school, new roads, etc.)
- Equipment replacement
- Need for a new Public Services Maintenance Facility

MANAGEMENT IN PROGRESS 2013

Projects and Issues

Winchester, Virginia

October 2012

DEPARTMENT: Public Services

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Amherst Street Improvements Project
- 2 North End Improvements Project
- 3 Construction of New Winchester Transit Office Building
- 4 Taylor Hotel Demolition and Stabilization Project
- 5 Pedestrian Mall Improvements Project
- 6 Monticello Extension Project
- 7 S. Loudoun/Featherbed Lane Drainage Improvements Project
- 8 Continued Sidewalk Replacements Citywide
- 9 Closure of section of Millwood Avenue
- 10 Modifications to Customer Service Station to allow Utilities to collect cash payments.

**NEW INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
October 2012**

DEPARTMENT: Public Services

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Consideration and Implementation of Stormwater Utility.
- 2 Implement capability to allow utility customers to access their account and perform transactions online.
- 3 Electronic timesheets.
- 4 Upgraded IT system.

MAJOR CHALLENGES

Winchester, Virginia

October 2012

DEPARTMENT: Winchester Sheriff's Office

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- Prioritizing capital expenditures with shrinking budgets. Infrastructure work should be limited to repairs and maintenance required to maintain a satisfactory level of service and appearance.
- Reduce the trend of making changes for the sake of change. Special projects and "nice ideas" are expensive. Our capital expenditures have been costly over the past couple years. Time needs to come when we pay down these debts.
- Technology Changes. It is easy to get caught up in bits and piece purchasing that sometimes results in a temporary fix. I think we can resolve some of our issues by accessing what we have, accessing the needs of the departments and offices, develop the means for IT to stand-alone and remove itself from the School Board.
- Making the JJC ADA compliant. Although some advances have been made, the JJC is not ADA compliant. The building gets to capacity almost every day. Deputies assist the public through the entry doors and into the courtrooms. Chapter 11 of the ADA Compliance guidelines describes specific building deficiencies. The Virginia Courthouse Facilities Guidelines (2.1.4) and (2.1.5.1) address deficiencies in these areas. Our courtroom accesses should be a part of any renovation plans.
- Having sufficient personnel to perform our required duties. Over the last 5 years, our judicial workload has increased an average of 13.5 % per year. We have only been able to increase manpower by 6.6%. Full time manpower has only increased by 1. The State Compensation Board funds by population. Virginia Law 17.1-112 & 53.1-119 requires the Sheriff to provide security for all courts in his jurisdiction. Increases in workload find us working or supporting up to 7 courts a day. That accounts for as many as 8 deputies. There are many more duties required during the average day that need fulfilled. We rely heavily on our part time personnel to get by. Our challenge is to find funding to hire at least two more full time Deputies.
- Our major duties are service to the judiciary (security) and the service of process. This rarely leaves room for scheduling training, doing transports, or other workloads after a normal day. This pushes us into overtime on some occasions.

- Equipment upgrades and service. In our arena, Deputies have to continually re-qualify and their equipment must meet inspection standards throughout the year. Items such as Tasers, Taser cartridges, bulletproof vests, either have expiration dates or over a period of time require replacement. These are all must have expenditures for this office. Finding and securing funding is a constant issue. We have been fortunate to get some matching grants but they can dissolve just as quickly. We try to make them line related items but during off years we don't ask for replacements. It causes a substantial budget increase when we do.

- Our vehicle fleet is used everyday. As Deputies move around the city and others conduct intrastate and interstate transports, the mileage adds up. Statistically this is how we look. We have 16 vehicles. The average age of the sedans is 6 years. Our fleet mileage is 966,602. My goal is to reduce the average age of the fleet, thereby reducing our maintenance cost and increasing our gas mileage. Over the next 5 years, replacing one and possibly 2 units would allow us to achieve that goal...

PROJECTS AND ISSUES IN PROGRESS

Winchester, Virginia

October 2012

DEPARTMENT: Winchester Sheriff's Office

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Grant funding. Currently we have 5 grants in progress and are searching for funding for personnel, equipment and vehicles.
- 2 In conjunction with other City Departments, we are working toward the new City wide P25 radio system. Currently service in the JJC basement is non-existent.
- 3 Statewide Accreditation, we are slowly working toward this through the Virginia Law Enforcement and Professional Standards committee. This is a lengthy process of self-assessment, writing and board evaluation. The process requires writing 187 standards and 771 proofs in file. Many agencies have or have had several Accreditation personnel assigned to this project. We are slowly trying to get it with the use of one person during non-peak hours.
- 4 A financial issue as of July 1, 2012, a change was made that has directed all court clerks to send certain collected fine monies directly to the State. In the past this money went to the localities before being sent to the state.
- 5 Body Armor is a critical piece of equipment for Law Enforcement. Like other equipment as we stated earlier has an expiration or shelf life. Currently we are in need of 8 vests that have expired. There is grant funding that will pay half of the expense.
- 6 Space management. As the City and County prepare to explore the renovation of the JJC, it is important that the Sheriff's office is part of the decision making process. As in any other public building, architectural and design changes affect the safety and security of the building and its occupants. We must be able to blend design and function with every aspect of public safety.
- 7 The Sheriff's Office fleet is made up of sedans, SUV's and a van. All of these vehicles have an intended purpose. The thought of the use of a motorcycle has been presented and we currently are trying to justify its use. It would be perfect for civil process service and special events. They use would increase speed of service, promotion of our public image and a greatly reduced operating cost overall. Council has passed a resolution for us to seek a unit. We have begun funding attempts. So far we have had no success but continue to try.

- 8 Field Training Officers (FTO) are an integral part of the ongoing training process for any law enforcement agency. We have policy that speaks to training and we are required but statute to have specific training. All of our deputies undergo refresher courses at Rappahannock and other training facilities. As we continue to work towards accreditation, the importance of a regulated FTO program cannot be overlooked. An FTO package is a package of policy, direction and mind set. We have a mindset and direction we are headed. We are drafting policy and looking at a 2013 completion date.
- 9 Consistent equipment levels. When we have a Deputy take the street they can rest assured that their partner and backup are carrying and wearing like gear and using the same type equipment. We set the vehicles up the same way, both by quantity and design. The issue is the expense. A vehicle needs to be equipped with flares, defense shield, handcuffs, leg shackles etc. etc. The cost can exceed \$2000.00 per unit. Not to mention lights, siren etc. Due to funding, we are limited on what we can provide or purchase.
- 10 Computer equipment. Over the past year, we were able to upgrade 2 critical p/cs. We have one Sergeant who has to wait until the evening hours in order to do administrative work when the secretaries are using theirs. It slows down our ability to process paperwork and get information out in a timely manner. It is a funding issue.

TARGETS FOR 2013: SHORT-TERM ISSUES AND PROJECTS

Winchester, Virginia

October 2012

DEPARTMENT: Winchester Sheriff's Office

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Making the East and West entrances to the JJC ADA compliant.
- 2 Ensure Sheriff's Office is involved in any courthouse renovation.
- 3 Obtain audiovisual equipment for assembly room for meetings and educational classes.
- 4 Remove old electronics equipment from IT room in Sheriff's Office area in basement.
- 5 Continue to locate funding for Sheriff's Office motor unit.
- 6 Start a City Employee news line. Make it informative enough to help eliminate the "rumor mill" or "grapevine"
- 7 Insure the completion of the P-25 communications project.
- 8 Add additional monies or another line item to cover replacement funding for equipment such as ammunition, bullet proof vest's etc.
- 9 Work to find funding for at least 2 full time court security positions. This will relieve the complexity of filling the two metal detector posts on a daily basis.

MAJOR CHALLENGES

Winchester, Virginia

October 2012

DEPARTMENT: Social Services

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- Sustained downturn in economy increasing those in need of benefits—SNAP, TANF, Medicaid, Energy Assistance Program, Child Care Assistance
- Increased number of people living below the poverty level in the City of Winchester (2010--19.3% City of Winchester per U.S. Census Bureau)
- Increased number of work eligible adults living in the City of Winchester who are unemployed (7.3 % in 2011 per the Virginia Employment Commission).
- Families and elderly experiencing difficulty sustaining housing. Rental properties affected by foreclosures of landlord owned properties.
- Implementation of Health Care Reform—possible impact to Medicaid caseloads per projection by the Virginia Department of Social Services.
- Sustained increase of caseloads—TANF, SNAP, and Medicaid. This will challenge staff in meeting regulations associated with the administration of complex programs (i.e. timeliness of processing, reviews).
- Significant substance use issues as evidenced by:
 - Increased number of referrals of substance exposed infants.
 - Increased number of referrals with caregivers with substance abuse issues.
 - Significant number of child removals related to substance abuse issues of caregivers.
- Decreasing Medicaid providers due to complex Medicaid regulations, Medicaid reimbursement rates, and timeliness of reimbursements per reports from community providers.
- Sustained increase of referrals to WDSS of allegations of child and adult maltreatment.

- Lack of available mental health support for indigent/uninsured. Limited number of Medicaid providers, decreased services offered by the Community Services Board, lack of sliding scale fee programs.
- Office of Housing—Projected administrative fee reduction.
- Increase in Adult Protective Services/Adult Services caseloads due to increase in aging population.
- No increase in State funding to meet the needs of increasing caseloads (no increase to administrative budget line).
- Families accessing services are observed to have a lack of natural and community based supports leaving them isolated in times of need.

PROJECTS AND ISSUES IN PROGRESS

Winchester, Virginia

October 2012

DEPARTMENT: Social Services

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Common Help—new system of online submission of benefit applications. Activities: 1. Training of workers continues, 2. Obtaining public access computers for lobby providing for increase accessibility, 3. Completed site visits to observe pilot sites, 4. Providing community education.
- 2 Conversion to automated payment process for Child Care Assistance—new system VACMS. Elimination of local share for Child Care Assistance. Allows for submission of online applications. Automation of purchase of service process. Increased timeliness of payment to vendors due to electronic payments.
- 3 Succession planning for line staff and management. Internal committee convened to discuss cross training of staff and provide for “job shadowing” opportunities.
- 4 Increased Benefits’ caseloads—SNAP, TANF, Medicaid
Internal strategic planning occurring to evaluate caseloads and caseload management. Use of part time positions to assist in caseload management (Caseloads in 2007 were approximately 350 per worker, approximately 730 per worker in 2012).
- 5 Audits/review—Medicaid, IV-E, Comprehensive Services Act, Internal Revenue Service. Possible corrective action planning and implementation directed by the Virginia Department of Social Services.
- 6 Actively working on implementation of IRS requirements as it relates to confidentiality, office and file security, adding additional layers of security at multiple levels, document management and destruction, and staff training.
- 7 Decrease observed in staff morale of Benefit Programs Staff due to sustained high caseloads in TANF, SNAP, and Medicaid.
- 8 Agency transition from income support programs toward self-sufficiency and family strengthening programming—Implementation and participation in Prisoner Re-entry, Fatherhood Programming, and the Strengthening Families Initiative. Transition to dedicated community prevention social workers.

- 9 Need for multi-agency collaboration in the Community Policy and Management Team (CPMT) as it pertains to the Comprehensive Services Act to bring the City of Winchester in compliance with regulations.
- 10 Implementation of Structured Decision Making (SDM) in Child Protective Services increasing risk of maltreatment ratings for families in the investigative or family assessment process. The Department's assessments of families are producing higher risk of maltreatment ratings increasing the number of Child Protective Service Cases being opened for services.
- 11 Structured Decision Making (SDM) implemented requiring a 24-hour response time to allegations of substance-exposed infants. Increase in substance exposed infant referrals observed in community. Participating in the Prenatal Substance Exposure Task Force to examine and strategically address substance use and substance exposed infant issues.
- 12 Mandated reporter changes in Child Protective Services. Increased reporting requirements for Health Department officials requiring increased training of community mandated reporters and collaboration efforts.
- 13 Family finding requirements imposed by the Fostering Connections to Success Act. Requires exhaustive family finding efforts within the first 30 days of child removal. The agency has sought training for staff in family finding search efforts and has developed internal protocols for accomplishment of the work. Continued training and education needed to educate community on practice changes.

TARGETS FOR 2013: SHORT-TERM ISSUES AND PROJECTS Winchester, Virginia October 2012

DEPARTMENT: Social Services

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Exploration of Benefit Programs Staff caseloads for TANF, SNAP and Medicaid. Sustained caseloads of approximately 730 cases per ongoing caseworker. This is an increase from approximately 350 cases per caseworker in 2007.
- 2 Increased communication and cross training between City Departments.
- 3 Support of affordable and well-maintained housing where landlords provide for proper maintenance, safety and sanitation. Increased collaboration with applicable City Departments.
- 4 Need to continue to address substance abuse issues observed in the community. Collaboration with applicable City Departments, Commonwealth Attorney and community partners.
- 5 Engagement of faith based and community organizations to help meet the needs of the community and provide natural support to families when formalized services end.
- 6 Increase partnership with schools, police, Commonwealth Attorney, and JDR Court to expand truancy/delinquency prevention programming.
- 7 Continued support of agency transition from income support programs toward self-sufficiency and family strengthening programs (Fatherhood, Prisoner Re-entry, Virginia Initiative for Employment not Welfare-VIEW, prevention social work positions).
- 8 Promotion of workforce development activities for low income and disabled citizens. Increased collaboration with Virginia Employment Commission, Lord Fairfax Community College, Access Independence, Virginia Rehabilitative Services, Goodwill Industries, Salvation Army, and Northwestern Community Services.
- 9 Continued collaboration between Winchester Social Services and Winchester Police Department and Commonwealth Attorney as it relates to crimes against children and the elderly as well as domestic violence and sexual assault through collaborative investigations and prosecutions.

- 10 Support of housing assistance through Housing Choice Vouchers Program to assist in the stabilization of real estate investments.
- 11 Maintain current support of WDSS programs to help stabilize families during periods of unemployment or re-training.
- 12 Continue partnership with LFCC to maintain Middle College and related programs for residents.
- 13 Continued support collaborating with the Community Policy and Management Team (CPMT) as it pertains to the Comprehensive Services Act to bring the City of Winchester in compliance with regulations.

MAJOR CHALLENGES

Winchester, Virginia

October 2012

DEPARTMENT: Treasurer

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- Increased Tax Revenue.
- Information Technology improvements.
- Maintain Aa+ or better rating.

MANAGEMENT IN PROGRESS 2013

Projects and Issues

Winchester, Virginia

October 2012

DEPARTMENT: Treasurer

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 State Share Credits. IT is writing a program to allow State Share credits, due to exonerations and adjustment, to post back to General Ledger line item without Treasurer's Office creating manual paperwork for each item. This will save paper, hundreds of hours of input and scanning of the document at approximately 5,000 pieces per year. (saves money and time)
- 2 New Personal Property System. Currently in the RFI stage.
- 3 License Fees. Elimination of license fee for every year. Process one license fee upon purchase and change PP rate to offset revenue from fees. Discussion stage with Commissioner of the Revenue.
- 4 Strategic Technology Planning (Berry Dunn Study) to implement. Treasurer's Office has many requests to improve performance and customer access to data from 1 to 3 years in the plan.

**NEW INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
October 2012**

DEPARTMENT: Treasurer

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Information Technology Plan.
- 2 Old Town Winchester. Enhanced Tourism through events.

MAJOR CHALLENGES

Winchester, Virginia

October 2012

DEPARTMENT: Zoning and Inspections

From your department's perspectives, what are the major challenges facing the city over the next 5 years?

- Ensuring required levels of staffing are met; presently sharing one secretary between three departments (Zoning and Inspections, Planning, Economic Development).
- Improving public perceptions of codes compliance and zoning enforcement efforts, vis-a-vis the Citizen Satisfaction Survey responses.
- Bringing gradual change to substandard and blighted properties throughout the City, through rehabilitation, property owner changes and demolition.
- Conducting rezonings of portions of City to bring land use decisions in conformity with recently adopted Comprehensive Plan
- Maintaining and upgrading aging technology equipment (desktop and laptop machines)
- Improving the quality of housing stock throughout the City, especially within each of the rental housing districts.
- Limitations of City resources provided to Zoning and Inspections department to correct properties in cases where property owners fail to abate property maintenance issues.
- Reducing nonconforming properties and uses in order to have land uses in conformance with vision of Comprehensive Plan.
- Finding additional enforcement tools to further incentivize property owners to maintain derelict and blighted properties (seeking additional state enabling authority).
- Limits on green field development opportunities, working with property owners/developers to conduct rehabilitation and adaptive reuse of existing structures/properties

MANAGEMENT IN PROGRESS 2013

Projects and Issues

Winchester, Virginia

October 2012

DEPARTMENT: Zoning and Inspections

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Reduction of Substandard Properties Downtown as part of the Downtown Strategic Plan
- 2 Continued enforcement of previously identified spot blight properties.
- 3 Updating Spot Blight Properties Identification and Abatement Process
- 4 Continued document imaging of current projects and records, as well as previous property records and land use decisions.
- 5 Improving technology training for departmental staff within the Sungard Naviline software
- 6 Zoning Ordinance Text Amendments (Loudoun Street Walking Mall, Donation Drop-off Boxes, Telecommunications Facilities, Nightclubs)
- 7 Fee Schedule Adjustments for Building Inspections and Code Enforcement
- 8 Improving Online Customer Service Options, Information Available, Updated Forms
- 9 Several large construction/renovation projects throughout the City (Winchester Medical Center, Apple Blossom Mall, 12-screen Carmike Cinema, Laurel Center, Gateway Office Building)
- 10 Development Review – Board of Architectural Review, Board of Zoning Appeals
- 11 Historic District Survey
- 12 Continue involvement with Community Response Team (CRT) to collectively identify and resolve outstanding issues that involve multiple City departments.

**NEW INITIATIVES 2013:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
October 2012**

DEPARTMENT: Zoning and Inspections

Please list issues or projects that you would like for the city to address this next year 2013.

- 1 Comprehensive Zoning Ordinance rewrite to bring into compliance with recently adopted Comprehensive Plan and eliminated outdated sections of the Ordinance.
- 2 Adoption of additional Corridor Enhancement Districts previously identified by the Planning Commission and City Council but not yet formally adopted (Berryville Avenue, Millwood Avenue)
- 3 Increased departmental staffing, especially in the clerical/customer service position.
- 4 Develop possible funding stream for abatement of substandard/blighted properties.
- 5 Implementation of Downtown Strategic Plan (Reduction of Substandard Properties, Revision to Nightclub Ordinance)
- 6 Increase cross-level training for codes compliance and zoning enforcement.
- 7 Improved departmental outreach to citizens/contractors.
- 8 Fee Schedule Adjustments/Increases for Building Inspections/Codes Enforcement to bring into conformity with Virginia Code
- 9 Scanning/digitization of old property information, land use decisions, zoning permit files.
- 10 Complete updates to Zoning and Inspections forms and website information.
- 11 Work with Planning Department on development review for conditional use permits and future development proposals

SECTION 4

WINCHESTER VISION 2028

City of Winchester Vision 2028

***WINCHESTER 2028 is a
Beautiful, Historic City ⁽¹⁾
and a Hometown for Families ⁽²⁾.***

***WINCHESTER 2028 has a
Vibrant Downtown ⁽³⁾,
a Growing Economy ⁽⁴⁾,
Great Neighborhoods
with a Range of Housing Choices ⁽⁵⁾
and Easy Movement ⁽⁶⁾.***

Vision 2028

Guiding Principles

PRINCIPLE 1

BEAUTIFUL AND HISTORIC CITY

► Means

1. Celebrating, promoting and leveraging Winchester's history-a true community asset
2. Beautiful and distinctive gateways and entrances to Winchester
3. Preservation and restoration of historic buildings and sites – original buildings from frontier, colonial and civil war periods
4. New buildings and homes reflecting the City's development standards and regulations
5. Wayfinding signage guiding visitors on tours of the community
6. Well designed, well maintained streetscapes, median, parks and green areas
7. Small town charm and feeling
8. Repeat visitors coming to discover more about Winchester

Vision 2028

Guiding Principles

PRINCIPLE 2

HOMETOWN FOR FAMILIES

► Means

1. New residents making Winchester their "hometown"
2. Great place to raise children or bring your grandchildren
3. Young professionals finding Winchester a place that they want to locate
4. Individuals retiring to Winchester
5. Quality public schools and educational programs – nationally recognized
6. Strong faith based organizations and community organizations working together
7. Convenient daily living: easy access to services, shopping, medical and leisure activities
8. Parks with a variety of amenities

Vision 2028

Guiding Principles

PRINCIPLE 3

VIBRANT DOWNTOWN

► Means

1. Regional destination and focal point
2. Easy access and convenient parking
3. Pedestrian friendly and walkable
4. Place for exciting community events and festivals
5. Entertainment venues offering choices: fun and excitement
6. Increased occupancy with more people living in the Historic Old Town
7. Essential services available – grocery, drug
8. Preservation of small town feeling and character

Vision 2028

Guiding Principles

PRINCIPLE 4

GROWING ECONOMY: Education, Medical, Tourism, Manufacturing, Technology Related

► Means

1. Increase community prosperity and wealth through having higher paying jobs
2. Expanded Shenandoah University and Lord Fairfax Community College offering a range of undergraduate and graduate programs, post graduate studies – including medical
3. Regional Center for Medical and Healthcare Services
4. Diversify the economy with more manufacturing and technology related jobs
5. Active, successful tourism economy: history, ecotourism
6. Expanded tourist venues-more reasons to come and return to Winchester
7. CTE – expanded partnerships and programs
8. Workforce development preparing individuals for 21st century job opportunities

Vision 2028

Guiding Principles

PRINCIPLE 5

GREAT NEIGHBORHOODS WITH A RANGE OF HOUSING CHOICES

► Means

1. Well-maintained public neighborhood infrastructure: streets, sidewalk, streetscapes and public areas
2. Choice of housing opportunities: different life style and price points
3. Well maintained homes (owners occupied or rental) meeting City standards and codes
4. Safe walkable neighborhoods that are pedestrian and bike friendly
5. Residents feeling safe and secure in their homes and out in their neighborhoods
6. Green space throughout neighborhoods including pocket spaces and community gardens
7. Mixed use neighborhoods in major locations

Vision 2028

Guiding Principles

PRINCIPLE 6

EASY MOVEMENT

► Means

1. Well designed, well-maintained highways and streets
2. Sidewalks and trails connecting the city
3. Residents having a choice of alternatives to the automobile
4. Bike friendly community with routes and racks
5. Safe walkable community for purpose and recreation
6. Effective public transportation (transit, taxi, etc.) serving the needs of the community and residents: used by choice
7. Effective traffic flow within the city and to the region
8. Regional air service to major destinations

Vision 2028 Guiding Principles

PRINCIPLE 1	BEAUTIFUL AND HISTORIC CITY
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	Priority
▶ Means	
1. Repeat visitors coming to discover more about Winchester	9
2. Small Town Charm	9
3. Well designed, well maintained streetscapes, median, parks and green areas	8
4. Celebrating, promoting and leveraging Winchester's history – a true community asset	7
5. Beautiful and distinctive gateways and entrances to Winchester	6
6. Preservation and restoration of historic buildings and sites – original buildings from frontier, colonial and civil war periods	5
7. New buildings and homes reflecting the City's development standards and regulations	5
8. Wayfinding signage guiding visitors on tours of the community	5
9. History recognized in community events and festivals	3
10. Visitors coming to Winchester to learn about and experience our history	3

Vision 2028 Guiding Principles

PRINCIPLE 1	BEAUTIFUL AND HISTORIC TOWN
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	Priority
▶ Means	
11. Residents understanding and appreciating the Town's history	2
12. Tree canopied streets	2
13. Visitors becoming ambassadors	2
14. Visitors coming to Winchester for research and education about our history	0
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Vision 2028 Guiding Principles

PRINCIPLE 2	HOMETOWN FOR FAMILIES
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	Priority
► Means	
1. Quality public schools and educational programs – nationally recognized	9
2. New residents making Winchester their "hometown"	8
3. Convenient daily living: easy access to services, shopping, medical and leisure activities	7
4. Young professionals finding Winchester a place that they want to locate	6
5. Great place to raise children or bring your grandchildren	6
6. Parks with a variety of amenities	6
7. Individuals retiring to Winchester	5
8. Strong faith based organizations and community organizations working together	5
9. Affordable family oriented venues and activities for leisure	4
10. All feeling welcome – all family generations	3

Vision 2028

Guiding Principles

PRINCIPLE 2

HOMETOWN FOR FAMILIES

► Means

11. Reputation as a community for all family generations
12. Neighbors knowing and helping neighbors
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- 14.
- 15.
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- 20.

Priority

2

2

Vision 2028 Guiding Principles

PRINCIPLE 3	VIBRANT DOWNTOWN
--------------------	-------------------------

	Priority
▶ Means	
1. Regional destination and focal point	9
2. Essential services available – grocery, drug	9
3. Increased occupancy with more people living in the Historic Old Town	7
4. Place for exciting community events and festivals	7
5. Pedestrian friendly and walkable	6
6. Preservation of small town feeling and character	6
7. Easy access and convenient parking	5
8. Entertainment venues offering choices: fun and excitement	5
9. Variety of retail shops with extended hours for convenience	4
10. Range of restaurants: types of food, price of food	4

Vision 2028 Guiding Principles

PRINCIPLE 3	VIBRANT DOWNTOWN
--------------------	-------------------------

	Priority
▶ Means	
11. Preservation and restoration of historic buildings	3
12. Well maintained buildings and facades	2
13. Green spaces throughout Downtown	2
14. Alive with activity 24/7	0
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Vision 2028 Guiding Principles

PRINCIPLE 4	GROWING ECONOMY: Education, Medical, Tourism, Manufacturing, Technology Related
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	Priority
▶ Means	
1. Expanded Shenandoah University and Lord Fairfax Community College offering a range of undergraduate and graduate programs, post graduate – including medical	9
2. Regional Center for Medical and Healthcare Services	6
3. Increase community prosperity and wealth through having higher paying jobs	6
4. Diversify the economy with more manufacturing and technology related jobs	6
5. Active, successful tourism economy: history, ecotourism	6
6. CTE – expanded partnerships and programs	6
7. Workforce development preparing individuals for 21 st century job opportunities	6
8. Expanded tourist venues-more reasons to come and return to Winchester	5
9. More Federal offices and agencies in Winchester	4
10. Increase education attainment	3

Vision 2028 Guiding Principles

PRINCIPLE 4	GROWING ECONOMY: Education, Medical, Tourism, Manufacturing, Technology Related
--------------------	--

	Priority
▶ Means	
11. Incentives for small, locally owned business development	3
12. Become a weekend vacation destination for the Washington, D. C. Region	2
13. Effective working relationship County, City and Chamber for Economic Development	2
14. Reputation as a community for lifelong learning	0
15. More quality lodging accommodations with a range of price points	0
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Vision 2028 Guiding Principles

PRINCIPLE 5

GREAT NEIGHBORHOODS WITH A RANGE OF HOUSING CHOICES

► Means

	Priority
1. Choice of housing opportunities: different life style and price points	8
2. Well maintained homes (owners occupied or rental) meeting City standards and codes	8
3. Safe walkable neighborhoods that are pedestrian and bike friendly	8
4. Green space throughout neighborhoods including pocket spaces and community gardens	8
5. Mixed use neighborhoods in major locations	8
6. Well-maintained public neighborhood infrastructure: streets, sidewalk, streetscapes and public areas	7
7. Residents feeling safe and secure in their homes and out in their neighborhoods	5
8. Strong neighborhood associations partnering with the City	3
9. Variety of recreational programs and services for all generations	3
10. Preservation and restoration of older historic homes	2

Vision 2028 Guiding Principles

PRINCIPLE 5	GREAT NEIGHBORHOODS WITH A RANGE OF HOUSING CHOICES
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	Priority
▶ Means	
11. Property owners taking responsibility for the maintenance and investing in the future	2
12. All neighborhoods as desirable places to live	1
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Vision 2028 Guiding Principles

PRINCIPLE 6	EASY MOVEMENT
--------------------	----------------------

	Priority
▶ Means	
1. Well designed, well-maintained highways and streets	9
2. Sidewalks and trails connecting the city	8
3. Safe walkable community for purpose and recreation	8
4. Effective public transit serving the needs of the community and residents making the choice to use	7
5. Bike friendly community with routes and racks	6
6. Effective traffic flow within the city and to the region	6
7. Residents having a choice of alternatives to the automobile	5
8. Regional air service to major destinations	5
9. Wayfinding signage that facilitates movement	4
10. Rail connection to metro	2

Vision 2028 Guiding Principles

PRINCIPLE 6	EASY MOVEMENT
--------------------	----------------------

	Priority
▶ Means	
11. Convenient link by automobile to the Washington, D. C. region	1
12. Monorail system linking community destinations	1
13. Private bus to Loudoun/Rosslyn	1
14. Predictable, acceptable travel times for destinations within the city	0
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SECTION 5

CITY OF WINCHESTER: MISSION AND SERVICES

City of Winchester: Our Mission

The mission of the City of Winchester is to be a
Financially Sound City ^(A)
providing Top Quality Municipal Services ^(B)
while Focusing on the Customer ^(C)
and Engaging our Community ^(D).

City of Winchester: Mission Guiding Principles

PRINCIPLE A

FINANCIALLY SOUND CITY

► Means

1. Having residents feeling that they are receiving value for their tax dollars and fees
2. Having a competitive, responsible City tax rate and fees
3. Having adequate resources to support defined City services and levels of service
4. Providing City services in the most cost effective, efficient manner
5. Developing public-private partnership: projects, service delivery
6. Continuously exploring methods to reduce the costs of service delivery, including contracting for service delivery
7. Investing in the maintenance and upgrade of City facilities and infrastructure

City of Winchester: Mission Guiding Principles

PRINCIPLE B

TOP QUALITY MUNICIPAL SERVICES

► Means

1. Providing services that are valued by our residents and businesses
2. Developing and using service benchmarks
3. Developing and retaining a quality City workforce dedicated to serving the Winchester community
4. Using technology to enhance the delivery of City services
5. Identifying "best practices" and applying when appropriate to the City of Winchester
6. Developing and updating strategic plans, master plans and land use plans in decision making and actions
7. Timely responding to emergency and nonemergency calls for service

City of Winchester: Mission Guiding Principles

PRINCIPLE C

FOCUSING ON THE CUSTOMER

► Means

1. Listening to and understanding the City's customers
2. Treating your customer in a fair and respectful manner
3. Keeping your customers informed on an ongoing basis
4. Taking personal responsibility for customer service, being accountable for the services provided
5. Follow up with customers on the results
6. Hire employees and develop City employee skills and techniques

City of Winchester: Mission Guiding Principles

PRINCIPLE D

ENGAGING OUR COMMUNITY

► Means

1. Maintaining an open and transparent City government
2. Providing easy access to information and service for residents
3. Keeping the community informed on plans and future developments
4. Using effectively advisory boards, commissions, tasks forces and citizen committees
5. Developing and maintaining strong working relations with major institutions:
Shenandoah University, Valley Medical Center
6. Developing and maintaining strong relationships with economic development partners

City of Winchester Our Customers

PRIMARY CUSTOMERS

Residents – year round, full time
Business Owners – small, local
Property Owners
Prospective Businesses
Tourists
Guests

SECONDARY CUSTOMERS

Shenandoah University: Administration, Students, Parents
School System
Valley Medical/Community: Administration, Prospective Workforce
Employers/Workforce
Community Organizations
Developers
Utility Users

OTHER CITY CUSTOMERS

Part Time Residents
Business: National
Passing Thru – 81 Travelers
Faith Community
Other Government
Absentee Owner
Future Visitors
County Residents
Tenants
Residents – 80%
Non Profits – National
Tournaments – Participants
“Border” People
Homeless
Media
Illegal Residents
Design Professional/Builder
“Treatment” “Patients”
Bond Holders
Event sponsor
Social Service Users
Performers/Entertainers
Apple Blossom Festival
Animals
School Age Students
Railroad

City Mission Guiding Principles

PRINCIPLE A	FINANCIALLY SOUND CITY
--------------------	-------------------------------

	Priority
► Means	
1. Providing City services in the most cost effective, efficient manner	9
2. Developing public – private partnership: projects, service delivery	8
3. Having residents feeling that they are receiving value for their tax dollars and fees	7
4. Having adequate resources to support defined City services and levels of service	5
5. Having a competitive, responsible City tax rate and fees	5
6. Investing in the maintenance and upgrade of City facilities and infrastructure	5
7. Continuously exploring methods to reduce the costs of service delivery, including contracting for service delivery	5
8. Leveraging City resources through grants and outside funding sources	3
9. Maintaining the highest possible bond rating	3
10. Developing and using performance measures and metrics	2

City Mission Guiding Principles

PRINCIPLE A	FINANCIALLY SOUND CITY
--------------------	-------------------------------

	Priority
<p>► Means</p> <p>11. Developing users fees for greater cost recovery</p>	2
<p>12. Maintaining City reserves consistent with the City's policies and accepted national standards</p>	1
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City Mission Guiding Principles

PRINCIPLE B	TOP QUALITY MUNICIPAL SERVICES
--------------------	---------------------------------------

	Priority
► Means	
1. Developing and retaining a quality City workforce dedicated to serving the Winchester community	9
2. Developing and using service benchmarks	8
3. Providing services that are valued by our residents and businesses	7
4. Using technology to enhance the delivery of City services	6
5. Timely responding to emergency and nonemergency calls for service	5
6. Identifying "best practices" and applying when appropriate to the City of Winchester	5
7. Developing and updating strategic plans, master plans and land use plans in decision making and actions	5
8. Providing defined City services necessary for daily living	4
9. Lead and use of alternative energy sources: solar, wind, CNG, bio fuel	4
10. Using resident volunteers in the delivery of City services	1

City Mission Guiding Principles

PRINCIPLE B

TOP QUALITY MUNICIPAL SERVICES

► Means

11. Being willing to put your name on the services provided
- 12.
- 13.
- 14.
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- 18.
- 19.
- 20.

Priority

1

City Mission Guiding Principles

PRINCIPLE C

FOCUSING ON THE CUSTOMER

► Means

	Priority
1. Hire employees and develop City employee skills and techniques	9
2. Listening to and understanding the City's customers	8
3. Keeping your customers informed on an ongoing basis	8
4. Treating your customer in a fair and respectful manner	8
5. Taking personal responsibility for customer service, being accountable for the services provided	8
6. Follow up with customer on the results	8
7. Going the extra mile to serve the customer	2
8. Providing City services with a personal touch-caring about the customer	1
9. Seeking and using feedback from the customer on their observations and degree of satisfaction	1
10. Partnering with customers to enhance service level and delivery	1

City Mission Guiding Principles

PRINCIPLE C

FOCUSING ON THE CUSTOMER

► Means

11. Identifying and knowing who are the customers

12.

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Priority

0

City Mission Guiding Principles

PRINCIPLE D	ENGAGING OUR COMMUNITY
--------------------	-------------------------------

	Priority
► Means	
1. Developing and maintaining strong working relations with major institutions: Shenandoah University, Valley Medical Center	8
2. Developing and maintaining strong relationships with economic development partners	8
3. Maintaining an open and transparent City government	8
4. Using effectively advisory boards, commissions, tasks forces and citizen committees	8
5. Keeping the community informed on plans and future developments	8
6. Providing easy access to information and service for residents	5
7. Helping residents to understand City government: processes, services, programs, and finances	3
8. Involving residents and other stakeholder in the governance process	1
9. Maintaining a high level of trust and confidence between the residents and their City government	1
10. Having community organizations contributing to community events and festivals	1

City of Winchester Customer Worksheet

		Priority	
		Primary	Secondary
1.	Resident – year round, full time	8	-
2.	Business owners – small, local	8	-
3.	Property Owners	6	-
4.	Prospective Business	5	-
5.	Tourists	5	-
6.	Guests	5	0
7.	Shenandoah University: Administration, Students, Parents	1	7
8.	School System	4	6
9.	Valley Medical/Community: Administration, Prospective Workforce	3	5
10.	Employers/Workforce	1	5
11.	Community Organizations	0	5
12.	Business: National	1	4
13.	Developers	0	4
14.	Part Time Residents	1	0
15.	Passing Thru – 81 Travelers	0	3
16.	Faith Community	0	2
17.	Other Government	0	2
18.	Absentee Owner	0	2
19.	Future Visitors	0	1
20.	County Residents	0	1

City of Winchester Customer Worksheet

		Priority	
		Primary	Secondary
21.	Tenants	0	1
22.	Residents – 80%	0	0
23.	Non Profits – National	0	0
24.	Tournaments – Participants	0	0
25.	“Border” People	0	0
26.	Homeless	0	0
27.	Media	0	0
28.	Utility Users	0	0
29.	Illegal Residents	0	0
30.	Design Professional/Builder	0	0
31.	“Treatment” “Patients”	0	0
32.	Bond Holders	0	0
33.	Event sponsor	0	0
34.	Social Service Users	0	0
35.	Performers/Entertainers	0	0
36.	Apple Blossom Festival	0	0
37.	Animals	0	0
38.	School Age Students	0	0
39.	Railroad	0	0

SECTION 6

CITY OF WINCHESTER PLAN 2013 – 2018: INITIAL WORKING PAGES

City of Winchester Goals 2018

GROW THE ECONOMY

**DEVELOP A HIGH PERFORMING
CITY ORGANIZATION**

**CONTINUE REVITALIZATION OF HISTORIC
OLD TOWN**

CREATE A MORE LIVABLE CITY FOR ALL

City of Winchester Goals 2018 Worksheet

	IMPORTANCE	
	Personal	Team
1. Grow the Economy		18
2. Develop a High Performing City Organization		19
3. Continue Revitalization of Historic Old Town		20
4. Create a More Livable City for All		28
5.		
6.		
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GOAL 1 GROW THE ECONOMY

► Objectives

1. More tourists coming to experience Winchester
2. Develop a workforce prepared for 21st century job opportunities
3. More higher paying jobs for residents
4. Expanded medical and healthcare facilities and services
5. More diverse local economy
6. More manufacturing businesses in Winchester

► Means

1. Less tax burden on the single-family homeowner
2. Ability to work near home resulting in more leisure and family time
3. Opportunities for higher paying jobs in Winchester
4. Option to start and grow a business
5. Greater convenience for shopping and dining

► Short Term Challenges and Opportunities

1. Positive momentum with Shenandoah University and Valley Health
2. Attracting businesses that are right for the Winchester community
3. Perception of Winchester – young college educated professionals; a little country
4. Lack of a conference/convention center
5. Tapping the location-near Washington, D. C.

► **Long Term Challenges and Opportunities**

1. Competition from County and other communities
2. Federal government decentralizing office and agency locations
3. Marketing the Winchester community: regional and national
4. National recession and uncertain economic future
5. Attracting value added businesses that are less subject to outsourcing
6. Growing interest in historic and eco tourism
7. Defining the City's role and responsibilities in economic development
8. Marketing to retail (not in the city)

► **Policy Actions 2013**

1. Zoning Incentives for Major Projects: Direction
2. Convention Center/Conference Center Strategy: Concept/Market Analysis, Study Location, Discussion with Potential Partner, Direction, Plan, Actions
3. Career Training Education/Center: Health Professionals
4. Winchester Towers Redevelopment
5. Amphitheater: Concept Definition, Direction, City's Role, Partners, Actions, MOU and Funding

► **Management Actions 2013**

1. Economic Development Performance Standards and Metrics: Development, Reporting
2. Major Employer Attraction Strategy: Pillars of the Economy, Direction/Goals, Plan, Actions

► **Management in Progress 2013**

1. Cancer Center: Development, Monitoring

► **On the Horizon 2014 – 2018**

1. Retail Expansion within the City Strategy: Direction, Actions
2. City Economic Development Policies and Incentives: Review, Direction, Defined City's Role, Funding
3. Tourism Development Strategy (Weekend Destination for D.C./ Baltimore): Goals, Direction, Market Plan, Actions
4. Relationship with the Chamber of Commerce/County EDC: Definition, Direction, Actions
5. Ward Plaza Redevelopment
6. National Fruit Redevelopment
7. Multi Purpose Arena
8. Valley Health Expansion: City Participation
9. Medical School Development: Direction, Partnerships, City's Role
10. Student Housing Long Term Plan: Review, City's Role
11. Baseball Team/Franchise Attraction Strategy: Next Steps
12. 317 S. Cameron Street Redevelopment (Old Jail)
13. S. Pleasant Valley Road Extension Redevelopment
14. Meadow Branch Avenue Extension Development

GOAL 1 GROW THE ECONOMY

► Objectives		PRIORITY
Objective 1	More tourists coming to experience Winchester	9
Objective 2	Develop a workforce prepared for 21 st century job opportunities	8
Objective 3	More higher paying jobs for residents	7
Objective 4	Expanded medical and healthcare facilities and services	7
Objective 5	More diverse local economy	7
Objective 6	More manufacturing businesses in Winchester	7
Objective 7	Expanded Shenandoah University	3
Objective 8	Increase the number of Federal agencies and offices	3
Objective 9	More weekend guests from the Washington, D. C. region	1
Objective 10	More green based businesses	1

GOAL 1 GROW THE ECONOMY

► Objectives		PRIORITY
Objective 11	Expand air service to Winchester and the region	1
Objective 12	Expanded lodging/accommodations opportunities	0
Objective 13	Increase in the number of home based businesses	0
Objective 14	Expanded restaurant choices	0
Objective 15		
Objective 6		
Objective 17		
Objective 18		
Objective 19		
Objective 20		

GOAL 1 GROW THE ECONOMY

► Means to Residents

1. Less tax burden on the single-family homeowner
2. Ability to work near home resulting in more leisure and family time
3. Opportunities for higher paying jobs in Winchester
4. Option to start and grow a business
5. Greater convenience for shopping and dining
- 6.
- 7.
- 8.
- 9.
- 10.

GOAL 1 GROW THE ECONOMY

► Challenges and Opportunities	PRIORITY
1. Positive momentum with Shenandoah University and Valley Health	9
2. Attracting businesses that are right for the Winchester community	8
3. Perception of Winchester – young college educated professionals; a little country	8
4. Lack of a conference/convention center	7
5. Tapping the location-near Washington, D. C.	6
6. Competition from County and other communities	4
7. Federal government decentralizing office and agency locations	3
8. Marketing the Winchester community: regional and national	3
9. National recession and uncertain economic future	2
10. Attracting value added businesses that are less subject to outsourcing	2

GOAL 1 GROW THE ECONOMY

► Challenges and Opportunities	PRIORITY
11. Growing interest in historic and eco tourism	1
12. Defining the City's role and responsibilities in economic development	1
13. Marketing to retail (not in the city)	1
14. Limited land available within the City	0
15. Businesses reluctance to invest during uncertain times	0
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GOAL 1 GROW THE ECONOMY

► Actions 2013		PRIORITY
1. Zoning Incentives for Major Projects: Direction <ul style="list-style-type: none"> • Zoning/Comprehensive Plan: Review • Land Uses/Zoning: Decisions • Incentive Package: Development • Development Process: Review 	9	
2. Convention Center/Conference Center Strategy: Concept/Market Analysis, Study Location, Discussion with Potential Partner, Direction, Plan, Actions	9	
3. Career Training Education/Center: Health Professionals <ul style="list-style-type: none"> • Agreement: Schools and Valley Health • Curriculum and Classes (9/13) • Explore Partnership with Lord Fairfax Community College • Identify Link to Medical Related Businesses 	8	
4. Winchester Towers Redevelopment <ul style="list-style-type: none"> • Project: Definition • Development Agreement 	8	
5. Economic Development Performance Standards and Metrics: Development, Reporting	7	
6. Amphitheater: Concept Definition, Direction, City's Role, Partners, Actions, MOU and Funding	5	
7. Major Employer Attraction Strategy: Pillars of the Economy, Direction/Goals, Plan, Actions	5	
8. Retail Expansion within the City Strategy: Direction, Actions <ul style="list-style-type: none"> • Marketing Actions: National Business • Major Dillards 	4	

GOAL 1 GROW THE ECONOMY

► Actions 2013		PRIORITY
9. City Economic Development Policies and Incentives: Review, Direction, Defined City's Role, Funding		2
10. Tourism Development Strategy (Weekend Destination for D.C./ Baltimore): Goals, Direction, Market Plan, Actions		2
11. Cancer Center: Development, Monitoring		1
12. Relationship with the Chamber of Commerce/County EDC: Definition, Direction, Actions		1
13. Ward Plaza Redevelopment <ul style="list-style-type: none"> • Master Plan for Redevelopment Decision (including Road) • Zoning/Development Regulations 		1
14. National Fruit Redevelopment		1
15. Multi Purpose Arena		1
16. Valley Health Expansion: City Participation		0

GOAL 1 GROW THE ECONOMY

▶ Actions 2013	PRIORITY
17. Medical School Development: Direction, Partnerships, City's Role	0
18. Student Housing Long Term Plan: Review, City's Role	0
19. Baseball Team/Franchise Attraction Strategy: Next Steps	0
20. 317 S. Cameron Street Redevelopment (Old Jail) <ul style="list-style-type: none"> • Land Acquisition • Redevelopment Plan • Development Agreement 	0
21. S. Pleasant Valley Road Extension Redevelopment <ul style="list-style-type: none"> • Battle Avenue: Construction • Conceptual Design 	0
22. Meadow Branch Avenue Extension Development	0
23.	
24.	

GOAL 2 DEVELOP A HIGH PERFORMING CITY ORGANIZATION

► Objectives

1. Develop, retain a quality City workforce including management succession capacity in all departments
2. Increase teamwork and collaboration among City departments
3. Upgrade, increase the use of information technology to increase productivity and to engage the customer
4. Provide adequate resources for the defined core City services and service levels
5. Maintain a high level of customer satisfaction with City services
6. Maintain competitive compensation and benefits for City employees

► Means

1. Service value for their tax dollars and fees
2. Reliable, no hassle delivery of City services
3. Timely response to an emergency or nonemergency calls for service
4. Great customer service from City employees who are dedicated to serving you
5. Easy access to City information and services
6. Opportunities to become involved in City governance and service delivery

► Short Term Challenges and Opportunities

1. Funding for school facilities and annual operations
2. Increasing service demands for City services from residents and businesses
3. More federal and Commonwealth of Virginia regulations, mandates and monitoring
4. Aging City facilities and infrastructure needing upgrades or replacements
5. Increasing costs of delivering City services
6. Departmental silos and need for collaboration and sharing

► **Long Term Challenges and Opportunities**

1. Distinguishing "Needs" from "Wants"
2. Prioritizing City customers
3. Balancing individual agenda versus best for the overall community
4. Anti tax and anti government political environment
5. Working with Frederick County toward service collaboration or merger

► **Policy Actions 2013**

1. School Funding: Direction, Proposal, Decision
2. IT Master Plan: Development, Implementation, Funding
3. Fire Facilities and Deployment Master Plan (including County Development)
4. Student Internships/Work Study Program: Development, Funding
5. Social Service (including Self Sufficiency): Staffing and Needs Evaluation, Direction, Funding
6. Comprehensive Capital Development Plan/Community Investment Plan: Direction (Overall), Development, Project Identification and Priority, Funding Mechanisms

► **Management Actions 2013**

1. Communications and Marketing Plan with Specific Actions: Development
2. Management Succession Planning: Development
3. City Reorganization Plan: Development/Implementation
4. Public Safety Communication System

► **Management in Progress 2013**

1. Recreation Fees: Review
2. Employee Wellness Program

► **On the Horizon 2014 – 2018**

1. City-Schools Service Consolidations: Identification of Opportunities, Evaluation, Direction, Actions
2. Intergovernmental Relations with Frederick County: Relations, Issues/Topic for Discussion, Dialog, Actions
3. Service Merger or Consolidations: Direction, Dialog, Actions
4. Pool/Aquatic Center: Evaluation, Direction
5. City Boards and Commissions: Evaluation, Direction, Revision and Consolidation
6. Community Events Policy: Development, Analysis of Impact
7. Air Force ROTC in High School: City's Role, Funding (short term/long term)
8. Bond Rating: Actions
9. Budget Format and Process Revision: Direction, Actions
10. Comprehensive Salary and Study and Policy Benefit

GOAL 2 DEVELOP A HIGH PERFORMING CITY ORGANIZATION

► Objectives		PRIORITY
Objective 1	Develop, retain a quality City workforce including management succession capacity in all departments	8
Objective 2	Increase teamwork and collaboration among City departments	7
Objective 3	Upgrade, increase the use of information technology to increase productivity and to engage the customer	6
Objective 4	Provide adequate resources for the defined core City services and service levels	5
Objective 5	Maintain a high level of customer satisfaction with City services	5
Objective 6	Maintain competitive compensation and benefits for City employees	5
Objective 7	Deliver City services in the most cost effective, efficient manner	4
Objective 8	Increase performance accountability for results among City employees	4
Objective 9	Develop, use outcome based service performance measures and benchmarks	2
Objective 10	Reduce the cost of delivering City services	1

GOAL 2 DEVELOP A HIGH PERFORMING CITY ORGANIZATION

► Objectives		PRIORITY
Objective 11	Maintain reserves consistent with City policies and national standards	1
Objective 12	Maintain low debt ratio for the City government	1
Objective 13	Develop effective mechanism for measuring values to residents and level of customer satisfaction	0
Objective 14		
Objective 15		
Objective 6		
Objective 17		
Objective 18		
Objective 19		
Objective 20		

GOAL 2 DEVELOP A HIGH PERFORMING CITY ORGANIZATION

► Means to Residents

1. Service value for their tax dollars and fees
2. Reliable, no hassle delivery of City services
3. Timely response to an emergency or nonemergency calls for service
4. Great customer service from City employees who are dedicated to serving you
5. Easy access to City information and services
6. Opportunities to become involved in City governance and service delivery
- 7.
- 8.
- 9.
- 10.

GOAL 2 DEVELOP A HIGH PERFORMING CITY ORGANIZATION

► Challenges and Opportunities	PRIORITY
1. Funding for school facilities and annual operations	8
2. Increasing service demands for City services from residents and businesses	7
3. More federal and Commonwealth of Virginia regulations, mandates and monitoring	7
4. Aging City facilities and infrastructure needing upgrades or replacements	7
5. Increasing costs of delivering City services	5
6. Departmental silos and need for collaboration and sharing	5
7. Distinguishing "Needs" from "Wants"	3
8. Prioritizing City customers	2
9. Balancing individual agenda versus best for the overall community	2
10. Anti tax and anti government political environment	1

GOAL 2 DEVELOP A HIGH PERFORMING CITY ORGANIZATION

► Challenges and Opportunities	PRIORITY
11. Working with Frederick County toward service collaboration or merger	1
12. Public employee expectations and sense of entitlement (e.g. Pension, Benefits, etc.)	0
13. Resistance to change and performance accountability	0
14. Determining core service priority in a political environment	0
15.	
16.	
17.	
18.	
19.	
20.	

GOAL 2 DEVELOP A HIGH PERFORMING CITY ORGANIZATION

► Actions 2013	PRIORITY
1. School Funding: Direction, Proposal, Decision <ul style="list-style-type: none"> • Funding Mechanism • Capital Improvement Plan • Year End Spending 	7
2. IT Master Plan: Development, Implementation, Funding	7
3. Fire Facilities and Deployment master Plan (including County Development)	7
4. Communications and Marketing Plan with Specific Actions: Development <ul style="list-style-type: none"> • Meetings: Access on Line • Public Information: Project 	6
5. Student Internships/Work Study Program: Development, Funding	6
6. Management Succession Planning: Development	6
7. City Reorganization Plan: Development/Implementation <ul style="list-style-type: none"> • Assistant City Manager: Defined Responsibilities • Team: Development • Key Managers Selection 	5
8. Social Service (including Self Sufficiency): Staffing and Needs Evaluation, Direction, Funding	5

GOAL 2 DEVELOP A HIGH PERFORMING CITY ORGANIZATION

► Actions 2013	PRIORITY
9. Comprehensive Capital Development Plan/Community Investment Plan: Direction (Overall), Development, Project Identification and Priority, Funding Mechanisms	5
10. City-Schools Service Consolidations: Identification of Opportunities, Evaluation, Direction, Actions	3
11. Intergovernmental Relations with Frederick County: Relations, Issues/Topic for Discussion, Dialog, Actions	2
12. Service Merger or Consolidations: Direction, Dialog, Actions <ul style="list-style-type: none"> • 911 Emergency Communications • Parks • Recreational Programming 	2
13. Pool/Aquatic Center: Evaluation, Direction	2
14. Public Safety Communication System <ul style="list-style-type: none"> • Tower Site: FAA Resolution • Decision: Direction • Vendor Contract 	1
15. City Boards and Commissions: Evaluation, Direction, Revision and Consolidation	1
16. Community Events Policy: Development, Analysis of Impact	1

GOAL 2 DEVELOP A HIGH PERFORMING CITY ORGANIZATION

► Actions 2013	PRIORITY
17. Air Force ROTC in High School: City's Role, Funding (short term/long term)	1
18. Bond Rating: Actions	0
19. Budget Format and Process Revision: Direction, Actions	0
20. Recreation Fees: Review <ul style="list-style-type: none"> • Residents – Non Resident • Rental Facilities 	0
21. Comprehensive Salary and Study and Policy Benefit	0
22. Employee Wellness Program	0
23.	
24.	

GOAL 3 CONTINUE REVITALIZATION OF HISTORIC OLD TOWN

► Objectives

1. Restore key historic buildings: Taylor Hotel
2. Continue investment by EDA and Public-Private Partner for acquisition/redevelopment in Historic Old Town
3. Enhance gateways to Historic Old Town
4. Expand the Downtown Mall Assessment District
5. Increase the number of residents living in Downtown
6. Expand revitalization efforts to all parts of Secondary Taxing District

► Means

1. Downtown – the focal point for the Winchester community
2. Opportunities to live in a small town downtown with the convenience to walk for daily necessities and entertainment
3. Places to shop and eat without leaving Winchester
4. Family oriented, affordable events
5. Celebrating and preserving the history of Winchester

► Short Term Challenges and Opportunities

1. Some aging and blighted buildings and homes needing major rehabilitation or demolition/replacement
2. Developing a range of housing options in Downtown
3. Addressing special taxing district issues
4. Defining and prioritizing community events and festivals
5. Marketing Historic Old Town to residents and to the outside world
6. Working with property owners and business owners

► **Long Term Challenges and Opportunities**

1. Defining the City's role and actions in Historic Old Town
2. Managing expectations of businesses, property owners and residents
3. Perception: national businesses are not going to old Downtown
4. Funding for Downtown projects and events
5. Completing major projects on time
6. Understanding, using best business practices

► **Policy Actions 2013**

1. Gateway Enhancement Plan
2. Taylor Hotel Project: Completion
3. Zoning/Development Regulation Review

► **Management Actions 2013**

1. Events Coordinator and Community Events Expansion Strategy: Assessment of Current Activities, Direction, Partners, Actions
2. Market Rate Housing Units (25)
3. Parking Garage Maintenance Plan

► **Management in Progress 2013**

1. Walking Mall Zoning Amendments
2. Night Club Ordinance

► **On the Horizon 2014 – 2018**

1. Historic Old Town Action Plan: Next Steps
2. Public Safety Strategy/Action Plan for Downtown: Development
3. Downtown Special District: Review, Direction
4. Old Courthouse: Acquisition

GOAL 3 CONTINUE REVITALIZATION OF HISTORIC OLD TOWN

► Objectives		PRIORITY
Objective 1	Restore key historic buildings: Taylor Hotel	8
Objective 2	Continue investment by EDA and Public-Private Partner for acquisition/redevelopment in Historic Old Town	7
Objective 3	Enhance gateways to Historic Old Town	6
Objective 4	Expand the Downtown Mall Assessment District	5
Objective 5	Increase the number of residents living in Downtown	5
Objective 6	Expand revitalization efforts to all parts of Secondary Taxing District	5
Objective 7	Have a brand for Old Historic Town	3
Objective 8	More successful retail/small shop businesses with convenient hours for residents	2
Objective 9	More community events with higher attendance by residents and guests	2
Objective 10	More reason for residents and guests to go Downtown	2

GOAL 3 CONTINUE REVITALIZATION OF HISTORIC OLD TOWN

► Objectives	PRIORITY
Objective 11 Improve building facades and signage	2
Objective 12 Expand green space in Historic Old Town	2
Objective 13 Acquire Old Courthouse	1
Objective 14 Enhance the beauty and attractiveness of Historic Old Town	0
Objective 15	
Objective 6	
Objective 17	
Objective 18	
Objective 19	
Objective 20	

GOAL 3 CONTINUE REVITALIZATION OF HISTORIC OLD TOWN

► Means to Residents

1. Downtown – the focal point for the Winchester community
2. Opportunities to live in a small town downtown with the convenience to walk for daily necessities and entertainment
3. Places to shop and eat without leaving Winchester
4. Family oriented, affordable events
5. Celebrating and preserving the history of Winchester
- 6.
- 7.
- 8.
- 9.
- 10.

GOAL 3 CONTINUE REVITALIZATION OF HISTORIC OLD TOWN

► Challenges and Opportunities	PRIORITY
1. Some aging and blighted buildings and homes needing major rehabilitation or demolition/replacement	8
2. Developing a range of housing options in Downtown	7
3. Addressing special taxing district issues	7
4. Defining and prioritizing community events and festivals	6
5. Marketing Historic Old Town to residents and to the outside world	6
6. Working with property owners and business owners	5
7. Defining the City's role and actions in Historic Old Town	3
8. Managing expectations of businesses, property owners and residents	2
9. Perception: national businesses are not going to old Downtown	2
10. Funding for Downtown projects and events	1

GOAL 3 CONTINUE REVITALIZATION OF HISTORIC OLD TOWN

► Challenges and Opportunities	PRIORITY
11. Completing major projects on time	1
12. Understanding, using best business practices	1
13. Historic roots and assets in Historic Old Town	0
14. Reduced funding for Downtown projects from grants and other outside funding sources	0
15. National recession impacting access to capital market and willingness of businesses to invest	0
16. Understanding the value for tax in Historic Old Town	0
17.	
18.	
19.	
20.	

GOAL 3 CONTINUE REVITALIZATION OF HISTORIC OLD TOWN

► Actions 2013	PRIORITY
1. Gateway Enhancement Plan	8
2. Taylor Hotel Project: Completion	7
3. Events Coordinator and Community Events Expansion Strategy: Assessment of Current Activities, Direction, Partners, Actions	7
4. Market Rate Housing Units (25)	5
5. Zoning/Development Regulation Review	5
6. Parking Garage Maintenance Plan	5
7. Historic Old Town Action Plan: Next Steps	3
8. Walking Mall Zoning Amendments	3

GOAL 3 CONTINUE REVITALIZATION OF HISTORIC OLD TOWN

► Actions 2013	PRIORITY
9. Public Safety Strategy/Action Plan for Downtown: Development	2
10. Downtown Special District: Review, Direction	2
11. Old Courthouse: Acquisition	1
12. Night Club Ordinance	0
13.	
14.	
15.	
16.	

GOAL 4 CREATE A MORE LIVABLE CITY FOR ALL

► Objectives

1. Upgrade City school facilities: elementary school (2) and middle school
2. Revitalize the Northside neighborhood
3. Manage future growth, development and redevelopment consistent with City's vision, comprehensive plan and development standards and policies
4. Upgrade City infrastructure
5. Upgrade the quality of rental housing stock
6. Create a more bikable and walkable City connecting key community destinations

► Means

1. Protection of property values
2. More reason to live in Winchester
3. Feeling safe and secure at home and in the community
4. More choices for your leisure time
5. Opportunities to enhance your personal health and wellness
6. Different housing choice for different stages of life or different life style

► Short Term Challenges and Opportunities

1. Apathy and lack of residents involvement
2. Individual property owners not investing in the maintenance or upgrade of the buildings, homes or properties
3. Defining and funding the City's role and activities
4. Revitalizing existing neighborhoods with vested interests
5. Working with the private sector to redevelop and upgrade

► **Long Term Challenges and Opportunities**

1. Transforming vision and plans into real projects and valued results
2. Working with neighborhoods and residents
3. Involving the residents and businesses in creating a safe community
4. Residents expectations of the City to do it all
5. Reduced federal and state funding for community development and redevelopment
6. Residents expectations of instant results versus the regulatory reality
7. Differing definition of "livable community" among residents
8. Neighbors not knowing neighbors

► **Policy Actions 2013**

1. John Kerr Elementary School: Direction, Funding
2. City Gateway Beautification Project (Landscaping and Signage): Definition, Development, Actions, Funding
3. Problem/Substandard Property Resolution
4. Northend Redevelopment Strategy with Action Plan: Development
5. Sidewalk and Street Master Plan: Development, Policy Direction, Project Priority, Funding Mechanism
6. Stormwater Management Policy and Plan: Development, Policy Direction, Project Priority, Funding
7. Comprehensive Zoning Ordinance: Rewrite

► **Management Actions 2013**

1. Millwood Avenue Project

► **Management in Progress 2013**

1. Zoning Amendments
2. ADA Compliance: Parks

► **Major Projects 2013**

1. Green Circle Linear Park: Next Phase

► **On the Horizon 2014 – 2018**

1. Frederick Douglas Center Renovation
2. Racial Relations: Assessment, Direction/Goals, Actions
3. Corridor Enhancement District: Berryville Avenue Plan
4. Rental Housing Registration and Inspection Program: Direction, Development, Actions
5. Brownfield Clean Up and Development: Identification, Evaluation, Direction, City's Role
6. Frederick Douglass Elementary School
7. Housing Stock: Condition Assessment, Plan, City's Role, Direction, Actions, Funding
8. Property Maintenance Code: Review, Direction
9. Belleview Apartments/Redevelopment
10. Middle School: Direction, Funding
11. Henry Street Redevelopment

GOAL 4 CREATE A MORE LIVABLE CITY FOR ALL

► Objectives	PRIORITY
Objective 1 Upgrade City school facilities: elementary school (2) and middle school	8
Objective 2 Revitalize the Northside neighborhood	7
Objective 3 Manage future growth, development and redevelopment consistent with City's vision, comprehensive plan and development standards and policies	7
Objective 4 Upgrade City infrastructure	6
Objective 5 Upgrade the quality of rental housing stock	5
Objective 6 Create a more bikable and walkable City connecting key community destinations	5
Objective 7 Maintain a safe community	4
Objective 8 Expand the Green Circle Linear Park	3
Objective 9 Upgrade the overall housing stock in the City	3
Objective 10 Expand recreation and leisure programs for all family generations	0

GOAL 4 CREATE A MORE LIVABLE CITY FOR ALL

► Objectives	PRIORITY
Objective 11 Improve traffic flow and reduce congestion in the City	0
Objective 12	
Objective 13	
Objective 14	
Objective 15	
Objective 6	
Objective 17	
Objective 18	
Objective 19	
Objective 20	

GOAL 4 CREATE A MORE LIVABLE CITY FOR ALL

► Means to Residents

1. Protection of property values
2. More reason to live in Winchester
3. Feeling safe and secure at home and in the community
4. More choices for your leisure time
5. Opportunities to enhance your personal health and wellness
6. Different housing choice for different stages of life or different life style
- 7.
- 8.
- 9.
- 10.

GOAL 4 CREATE A MORE LIVABLE CITY FOR ALL

► Challenges and Opportunities	PRIORITY
1. Apathy and lack of residents involvement	8
2. Individual property owners not investing in the maintenance or upgrade of the buildings, homes or properties	7
3. Defining and funding the City's role and activities	5
4. Revitalizing existing neighborhoods with vested interests	5
5. Working with the private sector to redevelop and upgrade	5
6. Transforming vision and plans into real projects and valued results	4
7. Working with neighborhoods and residents	4
8. Involving the residents and businesses in creating a safe community	3
9. Residents expectations of the City to do it all	3
10. Reduced federal and state funding for community development and redevelopment	2

GOAL 4 CREATE A MORE LIVABLE CITY FOR ALL

► Challenges and Opportunities	PRIORITY
11. Residents expectations of instant results versus the regulatory reality	2
12. Differing definition of "livable community" among residents	1
13. Neighbors not knowing neighbors	1
14. Personal property rights and community standards/benefits	0
15. Increase Internet and personal property crimes with low solvability	0
16.	
17.	
18.	
19.	
20.	

GOAL 4 CREATE A MORE LIVABLE CITY FOR ALL

► Actions 2013	PRIORITY
1. John Kerr Elementary School: Direction, Funding	8
2. City Gateway Beautification Project (Landscaping and Signage): Definition, Development, Actions, Funding	7
3. Problem/Substandard Property Resolution	6
4. Northend Redevelopment Strategy with Action Plan: Development	5
5. Sidewalk and Street Master Plan: Development, Policy Direction, Project Priority, Funding Mechanism	5
6. Stormwater Management Policy and Plan: Development, Policy Direction, Project Priority, Funding	5
7. Comprehensive Zoning Ordinance: Rewrite	5
8. Frederick Douglas Center Renovation	3

GOAL 4 CREATE A MORE LIVABLE CITY FOR ALL

► Actions 2013	PRIORITY
9. Racial Relations: Assessment, Direction/Goals, Actions	3
10. Corridor Enhancement District: Berryville Avenue Plan	3
11. Rental Housing Registration and Inspection Program: Direction, Development, Actions	2
12. Brownfield Clean Up and Development: Identification, Evaluation, Direction, City's Role	2
13. Frederick Douglass Elementary School	2
14. Housing Stock: Condition Assessment, Plan, City's Role, Direction, Actions, Funding	1
15. Property Maintenance Code: Review, Direction	1
16. Zoning Amendments A. Donation Drop Off Boxes B. Telecommunications Facilities C. Temporary Signage	1

GOAL 4 CREATE A MORE LIVABLE CITY FOR ALL

► Actions 2013	PRIORITY
17. Belleview Apartments/Redevelopment	1
18. Middle School: Direction, Funding	0
19. ADA Compliance: Parks	0
20. Henry Street Redevelopment	0
21. Millwood Avenue Project	Mgmt
22. Green Circle Linear Park: Next Phase	Major Project
23.	
24.	

SECTION 7

CITY OF WINCHESTER STRATEGIC PLAN 2013 – 2018 – 2028

STRATEGIC PLANNING FOR THE CITY OF WINCHESTER

Strategic Planning Model for the City of Winchester

Value-based principles that describe the preferred future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus outcome-base objectives and potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a work program: policy agenda for Mayor and Council, management agenda for staff; major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the responsibility of city government and frame the primary services – core service businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define performance standards and expectations for employees

CORE BELIEFS

Fuel
“The Right People”

WINCHESTER VISION 2028

Winchester Vision 2028

*WINCHESTER 2028 is a
Beautiful, Historic City ⁽¹⁾
and a Hometown for Families ⁽²⁾.*

*WINCHESTER 2028 has a
Vibrant Downtown ⁽³⁾,
a Growing Economy ⁽⁴⁾,
Great Neighborhoods with a Range of Housing Choices ⁽⁵⁾
and Easy Movement ⁽⁶⁾.*

Winchester Vision 2028

PRINCIPLE 1

BEAUTIFUL AND HISTORIC CITY

► Means

1. Celebrating, promoting and leveraging Winchester's history – a true community asset
2. Beautiful and distinctive gateways and entrances to Winchester
3. Preservation and restoration of historic buildings and sites – original buildings from frontier, colonial and civil war periods
4. New buildings and homes reflecting the City's development standards and regulations
5. Wayfinding signage guiding visitors on tours of the community
6. Well designed, well maintained streetscapes, median, parks and green areas
7. Small Town Charm
8. Repeat visitors coming to discover more about Winchester

PRINCIPLE 2

HOMETOWN FOR FAMILIES

► Means

1. New residents making Winchester their "hometown"
2. Great place to raise children or bring your grandchildren
3. Young professionals finding Winchester a place that they want to locate
4. Individuals retiring to Winchester
5. Quality public schools and educational programs – nationally recognized
6. Strong faith based organizations and community organizations working together
7. Convenient daily living: easy access to services, shopping, medical and leisure activities
8. Parks with a variety of amenities

PRINCIPLE 3

VIBRANT DOWNTOWN

► Means

1. Regional destination and focal point
2. Easy access and convenient parking
3. Pedestrian friendly and walkable
4. Place for exciting community events and festivals
5. Entertainment venues offering choices: fun and excitement
6. Increased occupancy with more people living in the Historic Old Town
7. Essential services available – grocery, drug
8. Preservation of small town feeling and character

PRINCIPLE 4

GROWING ECONOMY

► Means

1. Increase community prosperity and wealth through having higher paying jobs
2. Expanded Shenandoah University and Lord Fairfax Community College offering a range of undergraduate and graduate programs, post graduate – including medical
3. Regional Center for Medical and Healthcare Services
4. Diversify the economy with more manufacturing and technology related jobs
5. Active, successful tourism economy: history, ecotourism
6. Expanded tourist venues-more reasons to come and return to Winchester
7. CTE – expanded partnerships and programs
8. Workforce development preparing individuals for 21st century job opportunities

PRINCIPLE 5

GREAT NEIGHBORHOODS WITH A RANGE OF HOUSING CHOICES

► Means

1. Well-maintained public neighborhood infrastructure: streets, sidewalk, streetscapes and public areas
2. Choice of housing opportunities: different life style and price points
3. Well maintained homes (owners occupied or rental) meeting City standards and codes
4. Safe walkable neighborhoods that are pedestrian and bike friendly
5. Residents feeling safe and secure in their homes and out in their neighborhoods
6. Green space throughout neighborhoods including pocket spaces and community gardens
7. Mixed use neighborhoods in major locations

PRINCIPLE 6

EASY MOVEMENT

► Means

1. Well designed, well-maintained highways and streets
2. Sidewalks and trails connecting the city
3. Residents having a choice of alternatives to the automobile
4. Bike friendly community with routes and racks
5. Safe walkable community for purpose and recreation
6. Effective public transportation (transit, taxi, etc.) serving the needs of the community and residents: used by choice
7. Effective traffic flow within the city and to the region
8. Regional air service to major destinations

CITY OF WINCHESTER PLAN 2013 – 2018

City of Winchester Goals 2018

Grow the Economy



Develop a High Performing Organization



Continue Revitalization of Historic Old Town



Create a More Livable City for All

Goal 1

Grow the Economy

OBJECTIVES

1. More tourists coming to experience Winchester
2. Develop a workforce prepared for 21st century job opportunities
3. More higher paying jobs for residents
4. Expanded medical and healthcare facilities and services
5. More diverse local economy
6. More manufacturing businesses in Winchester

MEANS TO RESIDENTS

1. Less tax burden on the single-family homeowner
2. Ability to work near home resulting in more leisure and family time
3. Opportunities for higher paying jobs in Winchester
4. Option to start and grow a business
5. Greater convenience for shopping and dining

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Positive momentum with Shenandoah University and Valley Health
2. Attracting businesses that are right for the Winchester community
3. Perception of Winchester – young college educated professionals; a little country
4. Lack of a conference/convention center
5. Tapping the location-near Washington, D. C.

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Competition from County and other communities
2. Federal government decentralizing office and agency locations
3. Marketing the Winchester community: regional and national
4. National recession and uncertain economic future
5. Attracting value added businesses that are less subject to outsourcing
6. Growing interest in historic and eco tourism
7. Defining the City's role and responsibilities in economic development
8. Marketing to retail (not in the city)

POLICY ACTIONS 2013 – 2014

- | | PRIORITY |
|---|-----------------|
| 1. Ward Plaza Development | Top Priority |
| 2. Conference Center Strategy: Concept/Market Analysis, Study Location, Discussion with Potential Partner, Direction, Plan, Actions | Top Priority |
| 3. Career Training Education/Center: Health Professionals | Top Priority |
| 4. Meadow Branch Avenue Development | High Priority |
| 5. South Pleasant Valley Development | High Priority |
| 6. Winchester Towers Redevelopment | Moderate |
| 7. Amphitheater: Concept Definition, Direction, City's Role, Partners, Actions, MOU and Funding | Moderate |

MANAGEMENT ACTIONS 2013 – 2014

- | | PRIORITY |
|---|-----------------|
| 1. Major Employer Attraction Strategy: Pillars of the Economy, Direction/Goals, Plan, Actions | Top Priority |
| 2. Economic Development Performance Standards and Metrics: Development, Reporting | High Priority |
| 3. Enterprise Zone Implementation Plan | High Priority |

MANAGEMENT IN PROGRESS 2013 – 2014

1. Cancer Center: Development, Monitoring
2. 317 S. Cameron Street Redevelopment

ON THE HORIZON 2015 – 2018

1. City Economic Development Policies and Incentives: Review, Direction, Defined City's Role, Funding
2. National Fruit Redevelopment: Direction
3. Multi Purpose Arena: Direction
4. Valley Health Expansion: City Participation
5. Medical School Development: Direction, Partnerships, City's Role
6. Student Housing Long Term Plan: Review, City's Role
7. Baseball Team/Franchise Attraction Strategy: Next Steps

Goal 2

Develop a High Performing City Organization

OBJECTIVES

1. Develop, retain a quality City workforce including management succession capacity in all departments
2. Increase teamwork and collaboration among City departments
3. Upgrade, increase the use of information technology to increase productivity and to engage the customer
4. Provide adequate resources for the defined core City services and service levels
5. Maintain a high level of customer satisfaction with City services
6. Maintain competitive compensation and benefits for City employees

MEANS TO RESIDENTS

1. Service value for their tax dollars and fees
2. Reliable, no hassle delivery of City services
3. Timely response to an emergency or nonemergency calls for service
4. Great customer service from City employees who are dedicated to serving you
5. Easy access to City information and services
6. Opportunities to become involved in City governance and service delivery

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Funding for school facilities and annual operations
2. Increasing service demands for City services from residents and businesses
3. More Federal and Commonwealth of Virginia regulations, mandates and monitoring
4. Aging City facilities and infrastructure needing upgrades or replacements
5. Increasing costs of delivering City services
6. Departmental silos and need for collaboration and sharing

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Distinguishing "Needs" from "Wants"
2. Prioritizing City customers
3. Balancing individual agenda versus best for the overall community
4. Anti tax and anti government political environment
5. Working with Frederick County toward service collaboration or merger

POLICY ACTIONS 2013 – 2014

- | | PRIORITY |
|---|-----------------|
| 1. School Funding: Direction, Proposal, Decision | Top Priority |
| 2. Community Events Policy: Direction | Moderate |
| 3. Fire Facilities and Deployment Master Plan (including County Development) | |
| 4. Succession Planning: Development | |
| 5. Social Service (including Self Sufficiency): Staffing and Needs Evaluation, Direction, Funding | |
| 6. Municipal Service Center (City Consolidated) | |

MANAGEMENT ACTIONS 2013 – 2014

- | | PRIORITY |
|--|-----------------|
| 1. Comprehensive Capital Improvement Plan: Direction (Overall), Development, Project Identification and Priority, Funding Mechanisms | Top Priority |
| 2. City Reorganization Plan: Development/Implementation | Top Priority |
| 3. IT Master Plan: Implementation, Funding | High Priority |
| 4. Communications and Marketing Plan with Specific Actions: Development | High Priority |
| 5. Student Internship/Work Study Program: Development, Funding | |

MANAGEMENT IN PROGRESS 2013 – 2014

1. Recreation Fees: Review
2. Employee Wellness Program
3. Public Safety Communication System
4. City Boards and Commissions: Direction
5. Comprehensive Fee and Other Taxes Review

ON THE HORIZON 2015 – 2018

1. City-Schools Service Consolidations: Identification of Opportunities, Evaluation, Direction, Actions
2. Intergovernmental Relations with Frederick County: Relations, Issues/Topic for Discussion, Dialog, Actions
3. Service Merger or Consolidations: Direction, Dialog, Actions
4. Pool/Aquatic Center: Evaluation, Direction
5. Air Force ROTC in High School: City's Role, Funding (short term/long term)
6. Comprehensive Salary and Study and Policy Benefit
7. Comprehensive Municipal Facilities Inventory/Plan

Goal 3

Continue Revitalization of Historic Old Town (The HOT Spot)

OBJECTIVES

1. Restore key historic buildings: Taylor Hotel
2. Continue investment by EDA and Public-Private Partner for acquisition/redevelopment in Historic Old Town
3. Enhance gateways to Historic Old Town
4. Expand the Downtown Mall Assessment District
5. Increase the number of residents living in Downtown
6. Expand revitalization efforts to all parts of Secondary Taxing District

MEANS TO RESIDENTS

1. Downtown – the focal point for the Winchester community
2. Opportunities to live in a small town downtown with the convenience to walk for daily necessities and entertainment
3. Places to shop and eat without leaving Winchester
4. Family oriented, affordable events
5. Celebrating and preserving the history of Winchester

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Some aging and blighted buildings and homes needing major rehabilitation or demolition/replacement
2. Developing a range of housing options in Downtown
3. Addressing special taxing district issues
4. Defining and prioritizing community events and festivals
5. Marketing Historic Old Town to residents and to the outside world
6. Working with property owners and business owners

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Defining the City's role and actions in Historic Old Town
2. Managing expectations of businesses, property owners and residents
3. Perception: national businesses are not going to old Downtown
4. Funding for Downtown projects and events
5. Completing major projects on time
6. Understanding, using best business practices

POLICY ACTIONS 2013 – 2014

1. Taylor Hotel Project: Completion
2. Historic Old Town Gateway Enhancements: Direction
3. National Historic District: Direction
4. Downtown Trolley: Direction, Funding
5. Public Art/Street Performers Policy/Permits
6. Arts and Cultural District Policy: Direction
7. Public Safety Strategy/Action Plan for Downtown

PRIORITY

Top Priority

High Priority

High Priority

MANAGEMENT ACTIONS 2013 – 2014

1. Events Coordinator and Community Events Expansion Strategy: Assessment of Current Activities, Direction, Partners, Actions
2. Downtown Branding: Development
3. Market Rate Housing Units (25)
4. Parking Garage Maintenance Plan

PRIORITY

Top Priority

High Priority

MANAGEMENT IN PROGRESS 2013 – 2014

1. Walking Mall Zoning Amendments
2. Night Club Ordinance

MAJOR PROJECTS 2013 – 2014

1. Pedestrian Mall (6/13)
2. Green Circle Trail (Downtown Part) (9/13)
3. Old Star Building (including Welcome Center/Restrooms) (7/13)

ON THE HORIZON 2015 – 2018

1. Historic Old Town Action Plan: Next Steps
2. Public Safety Strategy/Action Plan for Downtown: Development
3. Downtown Special District: Review, Direction
4. Old Courthouse: Acquisition

Goal 4

Create a More Livable City for All

OBJECTIVES

1. Upgrade City school facilities: elementary school (2) and middle school
2. Revitalize the Northside neighborhood
3. Manage future growth, development and redevelopment consistent with City's vision, comprehensive plan and development standards and policies
4. Upgrade City infrastructure
5. Upgrade the quality of rental housing stock
6. Create a more bikable and walkable City connecting key community destinations

MEANS TO RESIDENTS

1. Protection of property values
2. More reason to live in Winchester
3. Feeling safe and secure at home and in the community
4. More choices for your leisure time
5. Opportunities to enhance your personal health and wellness
6. Different housing choice for different stages of life or different life style

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Apathy and lack of residents involvement
2. Individual property owners not investing in the maintenance or upgrade of the buildings, homes or properties
3. Defining and funding the City's role and activities
4. Revitalizing existing neighborhoods with vested interests
5. Working with the private sector to redevelop and upgrade

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Transforming vision and plans into real projects and valued results
2. Working with neighborhoods and residents
3. Involving the residents and businesses in creating a safe community
4. Residents expectations of the City to do it all
5. Reduced federal and state funding for community development and redevelopment
6. Residents expectations of instant results versus the regulatory reality
7. Differing definition of "livable community" among residents
8. Neighbors not knowing neighbors

POLICY ACTIONS 2013 – 2014

	PRIORITY	
1. John Kerr Elementary School: Direction, Funding	<table border="1"><tr><td>Top Priority</td></tr></table>	Top Priority
Top Priority		
2. City Gateway Beautification Project (Landscaping and Signage): Definition, Development, Actions, Funding	<table border="1"><tr><td>High Priority</td></tr></table>	High Priority
High Priority		
3. Northend Redevelopment Strategy with Action Plan: Development	<table border="1"><tr><td>High Priority</td></tr></table>	High Priority
High Priority		
4. Comprehensive Zoning Ordinance: Rewrite	<table border="1"><tr><td>High Priority</td></tr></table>	High Priority
High Priority		
5. Sidewalk and Street Master Plan: Development, Policy Direction, Project Priority, Funding Mechanism	<table border="1"><tr><td>Moderate</td></tr></table>	Moderate
Moderate		
6. Stormwater Management Policy and Plan: Development, Policy Direction, Project Priority, Funding	<table border="1"><tr><td>Moderate</td></tr></table>	Moderate
Moderate		
7. Problem/Substandard Property Resolution		

MANAGEMENT IN PROGRESS 2013 – 2014

1. Zoning Amendments
2. ADA Compliance: Parks
3. Millwood Avenue Project

ON THE HORIZON 2015 – 2018

1. Douglas Learning Center Renovation
2. Racial Relations: Assessment, Direction/Goals, Actions
3. Rental Housing Registration and Inspection Program: Direction, Development, Actions
4. Brownfield Clean Up and Development: Identification, Evaluation, Direction, City's Role
5. Frederick Douglass Elementary School
6. Housing Stock: Condition Assessment, Plan, City's Role, Direction, Actions, Funding
7. Belleview Apartments/Redevelopment
8. Middle School: Direction, Funding
9. Henry Street Redevelopment
10. Green Circle Trail: Next Phase

CITY OF WINCHESTER: OUR MISSION

City of Winchester: Our Mission

The mission of the City of Winchester is to be a

Financially Sound City ^(A)

providing Top Quality Municipal Services ^(B)

while Focusing on the Customer ^(C)

and Engaging our Community ^(D).

City of Winchester: Our Mission

PRINCIPLE A

FINANCIALLY SOUND CITY

► Means

1. Having residents feeling that they are receiving value for their tax dollars and fees
2. Having a competitive, responsible City tax rate and fees
3. Having adequate resources to support defined City services and levels of service
4. Providing City services in the most cost effective, efficient manner
5. Developing public-private partnership: projects, service delivery
6. Continuously exploring methods to reduce the costs of service delivery, including contracting for service delivery
7. Investing in the maintenance and upgrade of City facilities and infrastructure

PRINCIPLE B

TOP QUALITY MUNICIPAL SERVICES

► Means

1. Providing services that are valued by our residents and businesses
2. Developing and using service benchmarks
3. Developing and retaining a quality City workforce dedicated to serving the Winchester community
4. Using technology to enhance the delivery of City services
5. Identifying "best practices" and applying when appropriate to the City of Winchester
6. Developing and updating strategic plans, master plans and land use plans in decision making and actions
7. Timely responding to emergency and nonemergency calls for service

PRINCIPLE C

FOCUSING ON THE CUSTOMER

► Means

1. Listening to and understanding the City's customers
2. Treating your customer in a fair and respectful manner
3. Keeping your customers informed on an ongoing basis
4. Taking personal responsibility for customer service, being accountable for the services provided
5. Follow up with customers on the results
6. Hire employees and develop City employee skills and techniques

PRINCIPLE D

ENGAGING OUR COMMUNITY

► Means

1. Maintaining an open and transparent City government
2. Providing easy access to information and service for residents
3. Keeping the community informed on plans and future developments
4. Using effectively advisory boards, commissions, task forces and citizen committees
5. Developing and maintaining strong working relations with major institutions: Shenandoah University, Valley Medical Center
6. Developing and maintaining strong relationships with economic development partners

CITY OF WINCHESTER ACTION AGENDA 2013 – 2014

City of Winchester

Policy Agenda 2013 – 2014

TOP PRIORITY

Career Training Education/Center: Health Professionals

Taylor Hotel Project: Completion

John Kerr Elementary School: Direction, Funding

School Funding: Direction, Proposal, Decision

Ward Plaza Development

**Conference Center Strategy: Concept/Market Analysis, Study Location,
Discussion with Potential Partner, Direction, Plan, Actions**

HIGH PRIORITY

Northend Redevelopment Strategy with Action Plan: Development

Historic Old Town Gateway Enhancements: Direction

National Historic District: Direction

**City Gateway Beautification Project (Landscaping and Signage): Definition,
Development, Actions, Funding**

Comprehensive Zoning Ordinance: Rewrite

South Pleasant Valley Development

Meadow Branch Avenue Development

MODERATE PRIORITY

**Amphitheater: Concept Definition, Direction, City's Role, Partners, Actions,
MOU and Funding**

Winchester Towers Redevelopment

**Sidewalk and Street Master Plan: Development, Policy Direction, Project
Priority, Funding Mechanism**

Community Events Policy: Direction

**Stormwater Management Policy and Plan: Development, Policy Direction,
Project Priority, Funding**

City of Winchester

Management Agenda 2013 – 2014

TOP PRIORITY

Major Employer Attraction Strategy: Pillars of the Economy, Direction/Goals, Plan, Actions

Comprehensive Capital Improvement Plan: Direction (Overall), Development, Project Identification and Priority, Funding Mechanisms

City Reorganization Plan: Development/ Implementation

Events Coordinator and Community Events Expansion Strategy: Assessment of Current Activities, Direction, Partners, Actions

HIGH PRIORITY

**Economic Development Performance Standards and Metrics:
Development, Reporting**

Enterprise Zone Implementation Plan

Downtown Branding: Development

IT Master Plan: Implementation, Funding

**Communications and Marketing Plan with Specific
Actions: Development**

City of Winchester

Management in Progress 2013 – 2014

Cancer Center: Development, Monitoring

317 S. Cameron Street Redevelopment

Recreation Fees: Review

Employee Wellness Program

Public Safety Communication System

City Boards and Commissions: Direction

Comprehensive Fee and Other Taxes Review

Walking Mall Zoning Amendments

Night Club Ordinance

Zoning Amendments

ADA Compliance: Parks

Millwood Avenue Project

City of Winchester

Major Projects 2013 – 2014

Pedestrian Mall (6/13)

Green Circle Trail (Downtown Part) (9/13)

Old Star Building (including Welcome Center/Restrooms) (7/13)

SECTION 8

CITY OF WINCHESTER ACTION AGENDA 2013 – 2014

Definitions of Terms

POLICY –

is an issue that needs direction or a policy decision by the Council; or needs a major funding decision by the Council; or an issue that needs Council leadership by the governing body in the community; or with other governmental bodies (county government, other city governments, state government, federal government) – questions of “WHAT: IS THE DIRECTION; IS THE GOAL; IS THE BUDGET OR RESOURCES; IS THE CITY'S POLICY OF REGULATION?”

MANAGEMENT –

a management action which the Council has set the overall direction and provided initial funding (e.g. phased project), may require further Council action on funding; or a major management project particularly multiple years (e.g. upgrade to the information system) – questions of “HOW: DO WE ADDRESS THE ISSUE, MANAGE THE CITY; IMPLEMENT A DECISION OR PROGRAM; CAN WE IMPROVE THE MANAGEMENT OR ORGANIZATIONAL PROCESS?”

MANAGEMENT IN PROGRESS –

a management or organization action which Council has set the direction, needs staff work before going to Council for direction next year or beyond, no choice mandated by an outside governmental agency or institution, management process improvement budgeted or funded by the Council.

MAJOR PROJECT –

a capital project funded in the CIP or by Council action that needs design or to be constructed (e.g. Road project, city facility project, park project, etc.).

ON THE HORIZON –

an issue or project that will not be addressed during the year by management or the Council but should be addressed in the next five years; it could become an action item for this year if another party moves the issue or project forward-it depends on them.

City of Winchester Policy Agenda 2013 – 2014

TOP PRIORITY

Career Training Education/Center: Health Professionals
Taylor Hotel Project: Completion
John Kerr Elementary School: Direction, Funding
School Funding: Direction, Proposal, Decision
Ward Plaza Development
**Conference Center Strategy: Concept/Market Analysis, Study
Location, Discussion with Potential Partner, Direction, Plan, Actions**

HIGH PRIORITY

Northend Redevelopment Strategy with Action Plan: Development
Historic Old Town Gateway Enhancements: Direction
National Historic District: Direction
**City Gateway Beautification Project (Landscaping and Signage):
Definition, Development, Actions, Funding**
Comprehensive Zoning Ordinance: Rewrite
South Pleasant Valley Development
Meadow Branch Avenue Development

MODERATE PRIORITY

**Amphitheater: Concept Definition, Direction, City's Role, Partners,
Actions, MOU and Funding**

Winchester Towers Redevelopment

**Sidewalk and Street Master Plan: Development, Policy Direction,
Project Priority, Funding Mechanism**

Community Events Policy: Direction

**Stormwater Management Policy and Plan: Development, Policy
Direction, Project Priority, Funding**

City of Winchester Policy Agenda 2013 – 2014

► Targets for Action		PRIORITY			
		PRIORITY	TOP	HIGH	MODERATE
1.	Career Training Education/Center: Health Professionals	Top	8	0	0
2.	Taylor Hotel Project: Completion	Top	8	0	0
3.	John Kerr Elementary School: Direction, Funding	Top	8	0	0
4.	School Funding: Direction, Proposal, Decision	Top	7	0	0
5.	Ward Plaza Development	Top	5	0	0
6.	Conference Center Strategy: Concept/Market Analysis, Study Location, Discussion with Potential Partner, Direction, Plan, Actions	Top	5	0	0
7.	Northend Redevelopment Strategy with Action Plan: Development	High	2	7	0
8.	Historic Old Town Gateway Enhancements: Direction	High	4	6	0

City of Winchester

Policy Agenda 2013 – 2014

► Targets for Action		PRIORITY			
		PRIORITY	TOP	HIGH	MODERATE
9.	National Historic District: Direction	High	4	6	0
10.	City Gateway Beautification Project (Landscaping and Signage): Definition, Development, Actions, Funding	High	3	6	0
11.	Comprehensive Zoning Ordinance: Rewrite	High	2	5	0
12.	South Pleasant Valley Development	High	1	5	0
13.	Meadow Branch Avenue Development	High	0	4	0
14.	Amphitheater: Concept Definition, Direction, City's Role, Partners, Actions, MOU and Funding	Moderate	0	4	7
15.	Winchester Towers Redevelopment	Moderate	0	4	6
16.	Sidewalk and Street Master Plan: Development, Policy Direction, Project Priority, Funding Mechanism	Moderate	2	3	5

City of Winchester Policy Agenda 2013 – 2014

► Targets for Action	PRIORITY			
	PRIORITY	TOP	HIGH	MODERATE
17. Community Events Policy: Direction	Moderate	1	4	5
18. Stormwater Management Policy and Plan: Development, Policy Direction, Project Priority, Funding	Moderate	0	3	4
19. Social Service (including Self Sufficiency): Staffing and Needs Evaluation, Direction, Funding		3	2	0
20. Public Safety Strategy/Action Plan for Downtown		2	1	1
21. Fire Facilities and Deployment Master Plan (including County Development)		1	2	2
22. Problem/Substandard Property Resolution		1	1	1
23. Arts and Cultural District Policy: Direction		1	1	1
24. Succession Planning: Development		0	0	0

City of Winchester Policy Agenda 2013 – 2014

► Targets for Action	PRIORITY			
	PRIORITY	TOP	HIGH	MODERATE
25. Municipal Service Center (City Consolidated)		0	0	0
26. Downtown Trolley: Direction, Funding		0	0	0
27. Public Art/Street Performers Policy/Permits		0	0	0
28.				
29.				
30.				
31.				
32.				

City of Winchester Management Agenda 2013 – 2014

TOP PRIORITY

**Major Employer Attraction Strategy: Pillars of the Economy,
Direction/Goals, Plan, Actions**

**Comprehensive Capital Improvement Plan: Direction (Overall),
Development, Project Identification and Priority,
Funding Mechanisms**

City Reorganization Plan: Development/ Implementation

**Events Coordinator and Community Events Expansion Strategy:
Assessment of Current Activities, Direction, Partners, Actions**

HIGH PRIORITY

**Economic Development Performance Standards and Metrics:
Development, Reporting**

Enterprise Zone Implementation Plan

Downtown Branding: Development

IT Master Plan: Implementation, Funding

**Communications and Marketing Plan with Specific
Actions: Development**

City of Winchester Management Agenda 2013 – 2014

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
1. Major Employer Attraction Strategy: Pillars of the Economy, Direction/Goals, Plan, Actions	Top	6	0
2. Comprehensive Capital Improvement Plan: Direction (Overall), Development, Project Identification and Priority, Funding Mechanisms	Top	6	0
3. City Reorganization Plan: Development/ Implementation	Top	5	0
4. Events Coordinator and Community Events Expansion Strategy: Assessment of Current Activities, Direction, Partners, Actions	Top	5	0
5. Economic Development Performance Standards and Metrics: Development, Reporting	High	3	6
6. Enterprise Zone Implementation Plan	High	2	6
7. Downtown Branding: Development	High	4	5
8. IT Master Plan: Implementation, Funding	High	3	5

City of Winchester Management Agenda 2013 – 2014

► Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
9. Communications and Marketing Plan with Specific Actions: Development	High	1	5
10. Market Rate Housing Units (25)		3	3
11. Parking Garage Maintenance Plan		2	3
12. Student Internship/Work Study Program: Development, Funding		0	2
13.			
14.			
15.			
16.			

City of Winchester Management Agenda 2013 – 2014

▶ Targets for Action	PRIORITY		
	PRIORITY	TOP	HIGH
17.			
18.			
19.			
20.			
21.			
22.			
23.			
24.			

City of Winchester Management in Progress 2013 – 2014

- 1. Cancer Center: Development, Monitoring**
- 2. 317 S. Cameron Street Redevelopment**
- 3. Recreation Fees: Review**
- 4. Employee Wellness Program**
- 5. Public Safety Communication System**
- 6. City Boards and Commissions: Direction**
- 7. Comprehensive Fee and Other Taxes Review**
- 8. Walking Mall Zoning Amendments**
- 9. Night Club Ordinance**
- 10. Zoning Amendments**
- 11. ADA Compliance: Parks**
- 12. Millwood Avenue Project**

City of Winchester Major Projects 2013 – 2014

- 1. Pedestrian Mall (6/13)**
- 2. Green Circle Trail (Downtown Part) (9/13)**
- 3. Old Star Building (including Welcome Center/Restrooms) (7/13)**

City of Winchester
Action Outlines 2013 – 2014

GOAL 1	GROW THE ECONOMY
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ACTION	<u>WARD PLAZA DEVELOPMENT</u>	PRIORITY
		<i>Policy – Top</i>
<i>Key Issues</i>	<i>Milestones/Activities</i>	<i>Time</i>
	1. Taft Avenue: Needs Determination	11/13
Cost: \$60,000	2. Taft Avenue: Engineering	11/13
	3. Direction: Decision	12/13
	Responsibility: Jim	

ACTION	<u>CONFERENCE CENTER STRATEGY: CONCEPT/MARKET ANALYSIS, STUDY LOCATION DISCUSSION WITH POTENTIAL PARTNER, DIRECTION, PLAN, ACTIONS</u>	PRIORITY
		<i>Policy – Top</i>
<i>Key Issues</i>	<i>Milestones/Activities</i>	<i>Time</i>
	1. Feasibility Analysis for Conference Center	9/13
	2. Ownership/Operating Structure: Decision	10/13
	3. Construction/Operating Budget: Estimate	1/14
Cost: \$30,000 (EDA Grant)	4. Site: Evaluation	1/14
	5. Site: Decision	2/14
	Responsibility: Jim	

ACTION	<u>CAREER TRAINING EDUCATION/CENTER: HEATH PROFESSIONALS</u>	PRIORITY	
		<i>Policy –Top</i>	
<i>Key Issues</i>	<i>Milestones/Activities</i>	<i>Time</i>	
Cost: \$2,500	A. Program		Ongoing
	• Coordination: Lord Fairfax Community College, SU, WPS, Valley Health, Other Economic Development		
	• Curriculum and Classes		9/13
	B. Center		11/13
	• Decision: Direction		
		Responsibility: Jim	

ACTION	<u>MEADOW BRANCH AVENUE DEVELOPMENT</u>	PRIORITY	
		<i>Policy –High</i>	
<i>Key Issues</i>	<i>Milestones/Activities</i>	<i>Time</i>	
Cost: \$5,000	1. Conditional Zoning: Review		3/13
	2. Market Study: Update		4/13
	3. Revenue Sharing for Roads		6/13
	4. JKES: Decision		9/13
	5. Rezoning Scenarios: Development (with Potential Developers)		9/13
	6. Zoning Consistency with Comprehensive Plan		9/13
	7. Rezoning Direction: Decision (City Definition of Zoning)		10/13
		Responsibility: Jim	

ACTION	<u>SOUTH PLEASANT VALLEY DEVELOPMENT (HINKLE/HARRIS)</u>	PRIORITY
		<i>Policy –High</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
Cost: \$500	1. Market Study: Update	4/13
	2. Property Acquisition: Completion (ROW for Monticello Street)	7/13
	3. Zoning Scenarios: Development (with Potential Developers)	8/13
	4. Zoning Consistency with Comprehensive Plan	9/13
		Responsibility: Jim

ACTION	<u>WINCHESTER TOWERS REDEVELOPMENT</u>	PRIORITY
		<i>Policy –Moderate</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
Cost:	1. “Best Use”: Determination	10/13
	2. Link to Conference Center	11/13
	Or	
	2b. Market Property: Property Owner	
	3. Incentive Package: Development	1/14
		Responsibility: Jim

ACTION	<u>AMPHITHEATER: CONCEPT DEFINITION, DIRECTION, CITY’S ROLE, PARTNERS, ACTIONS MOU AND FUNDING</u>	PRIORITY
		<i>Policy –Moderate</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
<ul style="list-style-type: none"> • Funding • City’s Role Cost: \$15,000	1. Funding Request: Decision	7/13
	2. Partnership Identification	7/13
	3. Preliminary Design: Completion	11/13
	4. Fund Raising Program: Development	12/13
	5. Direction: Decision	12/13
	6. Funding Request: Full Design	1/14
		Responsibility: Brad

ACTION	<u>MAJOR EMPLOYER ATTRACTION</u>	PRIORITY
		<i>Mgmt – Top</i>
	<u>STRATEGY: PILLARS OF THE ECONOMY, DIRECTION/GOALS, PLAN, ACTIONS</u>	
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
Cost: 0	1. Performance Contract with EDC: Attraction	6/13
	2. Contract: Decision	7/13
	Responsibility: Jim	

ACTION	<u>ECONOMIC DEVELOPMENT</u>	PRIORITY
		<i>Mgmt – High</i>
	<u>PERFORMANCE STANDARDS AND METRICS: DEVELOPMENT, REPORTING</u>	
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
Cost: 0	1. Performance Standards/Metrics: EDA/EDC	5/13
	2. Reporting Mechanism: Development (Quarterly)	6/13
	Responsibility: Jim	

ACTION	<u>ENTERPRISE ZONE IMPLEMENTATION</u>	PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
Cost: \$200,000	1. Enterprise Zone: Determination (Commonwealth of Virginia)	12/12
	2. Implementation Plan: Development	7/13
	3. Plan Adoption	7/13
	4. Funding for Incentive	7/13
	Responsibility: Jim	

► MANAGEMENT IN PROGRESS 2013 – 2014
1. Cancer Center: Development, Monitoring
2. 317 S. Cameron Street Redevelopment

GOAL 2	DEVELOP A HIGH PERFORMING CITY ORGANIZATION
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ACTION	<u>SCHOOL FUNDING: DIRECTION, PROPOSAL, DECISION</u>		PRIORITY
			<i>Policy – Top</i>
	<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	• Balance: Competing Priorities	1. Report: Presentation	3/13
		2. Direction: Decision	3/13
	Cost:		
			Responsibility: Mary

ACTION	<u>COMMUNITY EVENTS POLICY: DIRECTION</u>		PRIORITY
			<i>Policy – Moderate</i>
	<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
		1. Fee Schedule: Decision	2/13
		2. Definition: Community Event	4/13
		3. Community Events	4/13
	Cost:	4. Budget: Decision	6/13
			Responsibility: Kevin

ACTION	<u>FIRE FACILITIES AND DEPLOYMENT MASTER PLAN (INCLUDING COUNTY DEVELOPMENT)</u>	PRIORITY	
		<i>Policy</i>	
<i>Key Issues</i>	<i>Milestones/Activities</i>	<i>Time</i>	
	1. Fire Staffing and New Services Plan: Development	2/13	
	2. Fire Facilities Assessment and Plan (Stations and Regional Training Center)	6/13	
	3. Fire and Rescue Strategic Plan: Development	6/13	
	4. Fire Training Center Facility Master Plan: Development	10/13	
Cost: \$15,000	5. Presentation/Direction: Decision	11/13	
	Responsibility: Scott		

ACTION	<u>SUCCESSION PLANNING: DEVELOPMENT</u>	PRIORITY	
		<i>Policy</i>	
<i>Key Issues</i>	<i>Milestones/Activities</i>	<i>Time</i>	
	1. Training Calendar and Program: Development	1/13	
	2. Tuition Assistance/Educational Reimbursement Policy: Review and Funding (\$15,000)	3/13	
	3. Education Incentive Pay Policy: Review, Funding	3/13	
	4. Training Budget: Development, Funding	3/13	
	5. Salary Compression Study: Completion, Direction (\$25,000)	4/13	
	6. Compensation Plan – Part II: Funding Decision	6/13	
	7. Formal Succession Plan, including Current Plans and Activities	12/13	
Cost:			
	Responsibility: Joel		

ACTION	<u>SOCIAL SERVICE (INCLUDING SELF SUFFICIENCY): STAFFING AND NEEDS EVALUATION, DIRECTION, FUNDING</u>	PRIORITY
		<i>Policy</i>
<i>Key Issues</i>	<i>Milestones/Activities</i>	<i>Time</i>
Cost: \$26,000	1. Monitoring Monthly Report	Ongoing
	2. Motherhood Program: Development	2/13
	3. Fragile Family Program: Development	2/13
	4. Staffing Positions (2): Decision	3/13
		Responsibility: Amber

ACTION	<u>MUNICIPAL SERVICE CENTER (CITY CONSOLIDATED)</u>	PRIORITY
		<i>Policy</i>
<i>Key Issues</i>	<i>Milestones/Activities</i>	<i>Time</i>
Cost:	1. Inventory Needs	2/13
	2. Outsourcing: Vehicle Mechanism	2/13
	3. Comprehensive Proposal for Design	2/13
	4. Budget: Decision	6/13
		Responsibility: Perry

ACTION	<u>COMPREHENSIVE CAPITAL IMPROVEMENT PLAN: DIRECTION (OVERALL), DEVELOPMENT, PROJECT IDENTIFICATION AND PRIORITY, FUNDING MECHANISMS</u>	PRIORITY
		<i>Mgmt –Top</i>
<i>Key Issues</i>	<i>Milestones/Activities</i>	<i>Time</i>
Cost:	1. School List of Capital Projects/ Improvements	2/13
	2. Capital Improvement Plan: Revised Format	3/13
	3. Budget: Decision	6/13
		Responsibility: Perry

ACTION	<u>CITY REORGANIZATION PLAN: DEVELOPMENT/IMPLEMENTATION</u>	PRIORITY
		<i>Mgmt –Top</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
Cost: 0	1. Interdepartmental Team: “Kickoff”	1/13
	2. Assistant City Manager: Selection	3/13
		Responsibility: Dale

ACTION	<u>IT MASTER PLAN: IMPLEMENTATION, FUNDING</u>	PRIORITY
		<i>Mgmt –High</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
Cost: \$633,000	1. RFP: Continuity of Operation Plan (COOP)	2/13
	2. IT Staffing	3/13
	3. Email and Calendar (Exchange Server)	6/13
	4. Hardware Replacement/Leasing (100) Desktop	6/13
	5. Budget: Decision	6/13
	6. Sungard Needs Completion	10/13
	7. Treasurer/COR: Assessment for Personal Property Tax	10/13
	8. Network Action Plan	12/13
	9. IT Master Plan: Update	12/13
		Responsibility: Tom

ACTION	<u>COMMUNICATIONS AND MARKETING PLAN WITH SPECIFIC ACTIONS: DEVELOPMENT</u>	PRIORITY
		<i>Mgmt –High</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	1. Council Meeting: Webstreaming (\$10,000)	1/13
	2. City Newsletter (weekly) (\$19 per month)	1/13
	3. City Annual Report (\$8791)	2/13
	4. Comprehensive Communications and Marketing Plan with Actions/Budget	7/13
Cost:		
		Responsibility: Amy

ACTION	<u>STUDENT INTERNSHIP/WORK STUDY PROGRAM: DEVELOPMENT, FUNDING</u>	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	1. Current Internship Activities: Review	2/13
	2. Program/Process/Administrative Policies	4/13
	3. Marketing Program: Development	6/13
Cost: \$20,000	4. Budget Direction: Direction	6/13
		Responsibility: Joel

- **MANAGEMENT IN PROGRESS 2013 – 2014**
1. Recreation Fees: Implementation: Park (4/13), User Groups (7/13)
 2. Employee Wellness: Program Development, Funding, Implementation (7/14)
 3. Public Safety Communication System (12/13)
 4. City Boards and Commissions: Direction (2/13)
 5. Comprehensive Fee and Other Taxes Review (2/13)

GOAL 3	CONTINUE REVITALIZATION OF HISTORIC OLD TOWN
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ACTION	<u>TAYLOR HOTEL PROJECT: COMPLETION</u>		PRIORITY
			<i>Policy –Top</i>
	<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	<ul style="list-style-type: none"> • No City Dollars 	<ol style="list-style-type: none"> 1. Phase 1: Completion 2. Ordinance: Transfer of Ownership to EDA 3. Phase 2: Public-Private Partnership 4. Certificate of Occupancy 	<ol style="list-style-type: none"> 2/13 2/13 3/13 12/13
			Responsibility: Jim

ACTION	<u>HISTORIC OLD TOWN GATEWAY ENHANCEMENTS: DIRECTION</u>		PRIORITY
			<i>Policy –High</i>
	<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	Cost:	<ol style="list-style-type: none"> 1. Route 7 Clean Up (4 Parcels)/ Acquisition: Direction 2. Gateway: Definition, Location 3. Sign/Landscape Evaluation: Direction 4. Proposal with Recommendations 5. Direction: Decision 	<ol style="list-style-type: none"> 12/12 4/13 4/13 5/13 5/13
			Responsibility: Jennifer/Jim

ACTION	<u>NATIONAL HISTORIC DISTRICT: DIRECTION</u>	PRIORITY	
		<i>Policy –High</i>	
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>	
	1. Historic District Survey: Staff Review	5/13	
	2. Historic District Survey: Presentation	6/13	
	3. District Expansion: Direction, Funding	7/13	
		Responsibility: Tim	

ACTION	<u>DOWNTOWN TROLLEY: DIRECTION, FUNDING</u>	PRIORITY	
		<i>Policy</i>	
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>	
• Advertisement	1. Proposal FY Budget 14 (with Ridership Estimate)	3/13	
Cost: \$50,000	2. Budget: Decision	6/13	
		Responsibility: Perry	

ACTION	<u>PUBLIC ART/STREET POLICY/PERMITS</u>	PRIORITY	
		<i>Policy</i>	
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>	
	1. Policy Review	7/13	
	2. Recommendations	11/13	
Cost:	3. Direction: Decision	12/13	
		Responsibility: Jennifer	

ACTION	<u>ARTS AND CULTURAL DISTRICT POLICY: DIRECTION</u>	PRIORITY
		<i>Policy</i>
<i>Key Issues</i>	<i>Milestones/Activities</i>	<i>Time</i>
Cost:	1. Identification: Area/Boundary 2. Incentives: direction 3. Marketing Plan	6/13 9/13 12/13
		Responsibility: Jennifer/Jim

ACTION	<u>PUBLIC SAFETY STRATEGY/ACTION PLAN FOR DOWNTOWN</u>	PRIORITY
		<i>Policy</i>
<i>Key Issues</i>	<i>Milestones/Activities</i>	<i>Time</i>
Cost: \$340,000	1. Additional Police Officers (2) (\$140,000) 2. Cameras (\$200,000)	
		Responsibility: Kevin

ACTION	<u>EVENTS COORDINATOR AND COMMUNITY EVENTS EXPANSION STRATEGY: ASSESSMENT OF CURRENT ACTIVITIES, DIRECTION, PARTNERS, ACTIONS</u>	PRIORITY
		<i>Mgmt – Top</i>
<i>Key Issues</i>	<i>Milestones/Activities</i>	<i>Time</i>
	1. Events Coordinator: Hired 2. Assessment of Current Activities (for 2013): Attendance, Costs, Impact 3. Plan for 2014: Direction	Completed 12/13 1/14
		Responsibility: Jennifer

ACTION	<u>DOWNTOWN BRANDING: DEVELOPMENT</u>	PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	1. RFP – Development	3/13
	2. Stakeholder Meeting	
Cost:	3. Brand Proposal	12/13
		Responsibility: Jennifer

ACTION	<u>MARKET RATE HOUSING UNITS (25) – EDA</u>	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	1. Housing Units: Construction (15)	12/13
	2. Old Jail: Sale for Redevelopment (10)	12/13
		Responsibility: Jim

ACTION	<u>PARKING GARAGE MAINTENANCE PLAN</u>	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	A. Parking Garage Maintenance Plan (\$1 million)	
	1. Construction Documents	6/13
	2. Construction: Completion	11/15
	B. Parking Garage Appearance, Cleanliness and Signage	
	1. Identification: Problem Areas	5/13
Cost:	2. Plan: Development	6/13
		Responsibility: Sam

► **MANAGEMENT IN PROGRESS 2013 – 2014**

1. Walking Mall Zoning Amendments (4/13)
2. Night Club Ordinance (5/13)

► **MAJOR PROJECTS 2013 – 2014**

1. Pedestrian Mall (6/13)
2. Green Circle Trail (Downtown Part) (9/13)
3. Old Star Building (including Welcome Center/Restrooms) (7/13)

GOAL 4	CREATE A MORE LIVABLE CITY FOR ALL
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ACTION	<u>JOHN KERR ELEMENTARY SCHOOL: DIRECTION, FUNDING</u>	PRIORITY
		<i>Policy –Top</i>
<i>Key Issues</i>	<i>Milestones/Activities</i>	<i>Time</i>
	1. Debt Policy Review: Assessment	12/12
	2. Contract: Weldon Cooper School Aged Population Trends (\$15,000)	2/13 – 8/13
	3. Debt Market: Direction	4/13
	4. School Location Alternative: Analysis, Decision	9/13
Cost:		Responsibility: Tim

ACTION	<u>CITY GATEWAY BEAUTIFICATION PROJECT (LANDSCAPING AND SIGNAGE): DEFINITION, DEVELOPMENT, ACTIONS, FUNDING</u>	PRIORITY
		<i>Policy –High</i>
<i>Key Issues</i>	<i>Milestones/Activities</i>	<i>Time</i>
	1. Gateway Condition Review	2/13
	2. Capital Projects: Review	3/13
	3. Corridor CE District Guidelines: Review	3/13
	4. Wayfinding Signage Program: Review	4/13
	5. Consultant Contract: Gateway Design	5/13
	6. Code Enforcement: Targeted Properties	6/13
	7. CIP Proposal, Revised Code Provisions, Updated Wayfinding Program	12/13
	8. Two Gateways: Berryville Avenue, Millwood Avenue	TBD
Cost: \$15,000		Responsibility: Tim

ACTION	<u>NORTHEND REDEVELOPMENT STRATEGY WITH ACTION PLAN: DEVELOPMENT</u>	PRIORITY
		<i>Policy –High</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	1. Partnership: Identification	3/13
	2. Community Land Trust: Evaluation, Direction	6/13
	3. Non Profit Organizations: Evaluation, Direction	12/13
	4. Identification: Property for Sale – Direction	12/13
Cost:		
		Responsibility: Jim

ACTION	<u>COMPREHENSIVE ZONING ORDINANCE: REWRITE</u>	PRIORITY
		<i>Policy –High</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	1. RFP Contract	6/13
	2. Consultant	8/13
	3. Working Group	8/13
	4. Study: Completion	3/14
	5. Planning Commission: Decision	5/14
	6. Council: Decision	7/14
Cost:		
		Responsibility: Aaron

ACTION	<u>SIDEWALK AND STREET MASTER PLAN DEVELOPMENT, POLICY DIRECTION, PROJECT PRIORITY, FUNDING MECHANISM</u>	PRIORITY
		<i>Policy –Moderate</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
	1. Needs Assessment	1/13
	2. Options for Funding	3/13
	3. Plan: Presentation/Decision	3/13
Cost:		
		Responsibility: Perry

ACTION	<u>STORMWATER MANAGEMENT POLICY AND PLAN: DEVELOPMENT, POLICY DIRECTION, PROJECT PRIORITY, FUNDING</u>	PRIORITY
		<i>Policy – Moderate</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
Cost: \$150,000	1. Needs Assessment/Funding Options: Direction	3/13
	2. Decision: Funding	4/13
	3. Storm Water Utility: Study	12/13
	4. Storm Water Utility: Decision	2/14
		Responsibility: Perry

ACTION	<u>PROBLEM/SUBSTANDARD PROPERTY RESOLUTION</u>	PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Milestones/Activities</u>	<u>Time</u>
Cost:		
		Responsibility: Aaron

- **MANAGEMENT IN PROGRESS 2013 – 2014**
1. Zoning Amendments: Telecommunication (6/13: Temporary Sign (9/13)
 2. ADA Compliance: Parks – BMX/Bridgeforth (2014/2015) Donation (2/13)
 2. Millwood Avenue Project (2016)

SECTION 9

GOVERNANCE: MAYOR – CITY COUNCIL IN ACTION

Governance Topics City of Winchester Mayor and City Council

1. Code of Civility and Respect
2. Staff reports and Presentations: Summary, Unbiased/Balanced/Fair Analysis, Recommendation (when)
3. Council Meetings/Work Session Protocols: Rules, Phone Calls, Sidebars, Water Pitcher, M & M's/Peanuts
4. Asking Questions Before the Meeting/Coming Prepared
5. Televising All Council Meetings and Workshops
6. Mayor and Council Compensation/Benefits
7. Resident Involvement: When, How, Email during Meeting
8. Council Size and District
9. Role Expectations and Actions to Enhance Effectiveness: Mayor, Council President, City Manager
10. City Manager Communications
11. Public Hearings: Perceptions, Improvement, Public Understanding

House Rules

Our Code of Conduct

- 1. Respect others: Mayor/Councilmembers, Staff, Residents**
- 2. Listen and strive to understand before judging**
- 3. Agree to disagree; move on to the next issue**
- 4. Support the Council's decisions and City policies**
- 5. Come prepared and ready to work**
- 6. Communicate in an open, candid manner- no surprises**
- 7. Have an alternative if you do not like it**
- 8. Keep confidential information confidential**

Mayor and City Council Protocols Operating Guidelines for City Council and City Manager

Protocol 1	Simple Information – Available to the Public
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1. Contact City Manager/Assistant City Manager/Department Head
2. Copy the City Manager

Protocol 2	Research on a Topic (Ongoing)
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1. Contact City Manager
2. Provide topic, background information, link to strategic plan
3. City Manager decides direction and assignment

Protocol 3	Citizen Service Request
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- | | |
|---|--|
| <p>A. 1st Contact</p> <ol style="list-style-type: none"> 1. Refer to appropriate office 2. Staff provide prompt response 3. If City Manager contacted, there will be accountability 4. Staff notifies Council of actions/timeframe | <p>B. Unsatisfactory Contact</p> <ol style="list-style-type: none"> 1. Get name and department 2. Contact City Manager and share information 3. Staff notifies Council of actions/ time frame |
|---|--|

Protocol 4	Agenda
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|--|--|
| <p>A. Placing an item</p> <ol style="list-style-type: none"> 1. Contact Council President by Tuesday noon | <p>B. Question on item</p> <ol style="list-style-type: none"> 1. Contact City Manager 2. Information goes to all Mayor and City Council 3. Ask questions before meeting |
|--|--|

Protocol 5	Urgent Information
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- Les Text
- Mayor Call cell
- Milt Text
- Jeff Text
- John Text
 Home phone
- John Home phone
- Ben Text

Protocol 6	Communications: Council and Staff
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1. Information should go to all at the same time

Protocol 7	Employee Contact
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- | | |
|--|---|
| <p>A. Employee initiated</p> <ol style="list-style-type: none"> 1. Ask: have they contacted the City Manager 2. Refer employee to City Manager | <p>B. Council initiated</p> <ol style="list-style-type: none"> 1. Council should avoid contact |
|--|---|

Protocol 8	Email
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1. Email: public record and subject to public disclosure
2. If you send an email, be prepared to read it in the headlines
3. Responses to emails will be provided to Mayor and Council

Protocol 9	Representative/Liaison
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1. Report to Mayor and Council: key points, questions for direction
2. Listen to discussion (avoid commitments)
3. Represent Council direction

Protocol 10	Work/Study Sessions
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- Allow everyone to speak one time, before round two of discussion
- Avoid sidebar conversations
- Place cell phones on vibration
- Add "Public Comment" at the beginning (10 minute limit)

Protocol 11	Complex Information/New Topics
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1. Complete Referral Form
2. Send to City Manager
3. Place topic in Work Session under "Referral Topics"
4. Council decides on action

Protocol 12	Staff Reports
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1. Provide balanced thorough analysis
2. Provide options/alternatives
3. Provide recommendations with justification

Protocol 13	Legal Questions
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1. Contact City Attorney: email with copy to Mayor and Council

Protocol 14	Confidential Information
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1. Keep information confidential

Policy Discussion Guide

THINK ABOUT . . .

- **Is it Consistent with *OUR VISION***
- **Does it Contribute to Achieving *OUR GOAL*?**
- **Is it a *RESPONSIBILITY OF THE CITY*?**
- **Does it *ADD VALUE TO CITIZEN'S LIVES*?**
- **Is it *BEST FOR OUR CITY*?**

(AVOID STARTING WITH SOLUTIONS/ACTIONS)

FOCUS ON . . .

- 1. Problem(s)**
- 2. Issues/Concerns**
- 3. Outcomes**
- 4. Parameters/Guidelines for Policy Development**
- 5. Expectations**

Work Session – Typology

WORK SESSION TYPE I PRE-REPORT	WORK SESSION TYPE II DRAFT REPORTS	WORK SESSION TYPE III BRIEFING
Provide direction and guidance on major issues before staff analysis and report preparation	Refine proposed reports and recommendations prior to formal presentation and action	Brief Mayor and City Council on major issues, upcoming opportunities and operational matters
<p style="text-align: center;"><u>TOPICS:</u></p> <ol style="list-style-type: none"> 1. Define the Problems 2. Identify Issues 3. Establish Parameters and Guidelines 4. Focus on Possible Outcomes 5. Outline Process and Possible Next Steps 6. Decide Whether or Not Worth Pursuing 	<p style="text-align: center;"><u>TOPICS:</u></p> <ol style="list-style-type: none"> 1. Present Background Information 2. Review and Highlights of Analysis and Options 3. Review and Refine Recommendations 4. Finalize Desired Goals and Outcomes 5. Outline Next Steps 	<p style="text-align: center;"><u>TOPICS:</u></p> <ol style="list-style-type: none"> 1. Present Background 2. Discuss Topics 3. Explore City's Role or Need for Action 4. Focus on Overall Policy Direction and Guidelines