

**WINCHESTER COMMON COUNCIL
COUNCIL CHAMBERS – ROUSS CITY HALL
MARCH 11, 2014
AGENDA
7:00 P.M.**

CALL TO ORDER AND ROLL CALL

MOMENT OF SILENCE

PLEDGE OF ALLEGIANCE

APPROVAL OF MINUTES – February 11, 2014 Regular Meeting, February 18, 2014 Special Meeting, and February 18, 2014 Work Session

REPORT OF THE MAYOR

R-2014-05: Resolution – Honor the retirement of Detective Glenn Culp (pages 3-4)

REPORT OF THE CITY MANAGER

REPORT OF THE CITY ATTORNEY

1.0 PUBLIC HEARINGS

1.1 CU-13-646: Conditional Use Permit – Request of Feliciano Romero dba Puerto La Union Restaurant for a conditional use permit for an Entertainment Establishment at 2832-2834 Valley Avenue (*Map Number 310-07-40*) zoned Highway Commercial (B-2) District with Corridor Enhancement (CE) District overlay. (*Request for addition of live entertainment to existing restaurant use.*) **(REQUIRES ROLL-CALL VOTE)(pages 5-10)**

1.2 CU-14-47: Conditional Use Permit – Request of Susan S. Rhodes for a conditional use permit for a home occupation in an accessory structure at 364 Parkway Street (*Map Number 214-05-I-37*) zoned Medium Density Residential (MR) District. (*Request for pottery home occupation in existing accessory structure*)**(REQUIRES ROLL-CALL VOTE)(pages 11-16)**

2.0 PUBLIC COMMENTS

3.0 CONSENT AGENDA

3.1 O-2014-04: First Reading – AN ORDINANCE TO PLACE REQUIREMENTS ON TOW COMPANIES REQUESTED BY THE POLICE TO PROTECT CONSUMER INTERESTS (pages 17-29)

3.2 O-2014-05: First Reading – AN ORDINANCE TO AUTHORIZE THE ADDITIONAL APPROPRIATION OF FUNDS FOR NECESSARY

EXPENDITURES OF THE CITY OF WINCHESTER, VIRGINIA FOR THE FISCAL YEAR ENDING June 30, 2014 (pages 30-40)

- 3.3 R-2014-04:** Resolution – Amending the Comprehensive Employee Management Systems, Section 1.6C Types of Employment – Regular Part-Time Employee to address hours for compliance with the Federal Patient Protection and Affordable Care Act (pages 41-44)
- 3.4** Motion to approve the proposed FY15 Operating Budget for Opequon Water Reclamation Facility (pages 45-48)
- 3.5** Motion to adopt the 2014 Winchester Emergency Operations Plan (pages 49-91)
- 3.6** Motion to appoint Mark Loring as a member of the Planning Commission for an unexpired four year term ending December 31, 2015
- 3.7** Motion to direct the Clerk of Council to prepare a Certificate of Appreciation for John Elliott and Krista Farris for their service as members of the Parks & Recreation Board

4.0 AGENDA

- 4.1 R-2014-06:** Resolution – Adoption of the 2014 Strategic Plan Leadership Guide (pages 192-359)

5.0 EXECUTIVE SESSION

- 5.1** MOTION TO CONVENE IN EXECUTIVE SESSION PURSUANT TO §2.2-3711(A) (7) OF THE CODE OF VIRGINIA FOR THE PURPOSE OF DISCUSSION AND CONSIDERATION OF THE SUBJECT OF LEGAL ADVICE AND STATUS UPDATE FROM THE CITY ATTORNEY ON MATTERS OF ACTUAL AND PROBABLE LITIGATION AND TO RECEIVE CONSULTATION FROM THE CITY ATTORNEY ON MATTERS REQUIRING SPECIFIC LEGAL ADVICE.

6.0 ADJOURNMENT

R-2014-05

CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

CITY COUNCIL/COMMITTEE MEETING OF: March 11, 2014 CUT OFF DATE: February 18, 2014

RESOLUTION XX ORDINANCE ___ PUBLIC HEARING ___

ITEM TITLE: Resolution to Recognize Det. Glenn Culp of the WPD

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>	_____	2/12/2014
6. City Manager	<i>DL</i>	_____	2-14-14
7. Clerk of Council	_____	_____	_____
Initiating Department Director's Signature: <i>Chris R. L...</i>	_____	_____	2/7/14 Date

FEB 11 2014 2:45pm



APPROVED AS TO FORM:

[Signature] 2/12/2014
CITY ATTORNEY

RESOLUTION

WHEREAS, Detective Glenn Culp retired from service with the City of Winchester on December 31, 2013; and

WHEREAS, Detective Culp served the City in the Winchester Police Department as a patrol officer from 1992 to 1995 and as a detective in the Northwest Regional Drug Task Force from 1995 to 2000, when he temporarily left the Department, and

WHEREAS, upon his return in 2006, he was assigned directly back to the Northwest Regional Drug Task Force until 2009, when he was assigned to the FBI Safe Streets and Violent Crime Task Force, where he remained until 2012, when the Task Force was dismantled, wherein; he returned to a position with the Criminal Investigation Division, where he remained until his retirement; and

WHEREAS, Detective Culp performed a commendable service to the City and developed several significant criminal cases including a cocaine distribution case that resulted in the recovery of over 3 pounds of cocaine, the seizure of over \$90,000 in cash and 5 houses. This remains the largest seizure ever by the Northwest Regional Drug Task Force; and

WHEREAS, Detective Culp was also primary investigator in the regions first clandestine methamphetamine case as well as the successful prosecution of James Whittlesey, who robbed a bank in the City and then opened fire on responding officers; and

WHEREAS, Detective Culp received numerous commendations, awards, and recognition for his law enforcement service; and

WHEREAS, Detective Culp will be missed by his fellow employees, police officers, 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.

CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

CITY COUNCIL MEETING OF: 2/25/14 (work session), CUT OFF DATE: 2/18/14
3/11/14 (regular mtg)

RESOLUTION ___ ORDINANCE ___ PUBLIC HEARING X

ITEM TITLE:

CU-13-646 Request of Feliciano Romero dba Puerto La Union Restaurant for a conditional use permit for an Entertainment Establishment at 2832-2834 Valley Avenue (Map Number 310-07-40) zoned Highway Commercial (B-2) District with Corridor Enhancement (CE) District overlay.

STAFF RECOMMENDATION:

Approval with conditions

PUBLIC NOTICE AND HEARING:

Public hearing for 3/11/14 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.

Table with 4 columns: DEPARTMENT, INITIALS FOR APPROVAL, INITIALS FOR DISAPPROVAL, DATE. Rows include Planning, Police Department, City Attorney, City Manager, and Clerk of Council.

Initiating Department Director's Signature: [Signature] 2/19/14
(Zoning and Inspections)



APPROVED AS TO FORM:

[Signature] 2/19/2014
CITY ATTORNEY

CITY COUNCIL ACTION MEMO

To: Honorable Mayor and Members of City Council

AMG From: Aaron Grisdale, Director of Zoning and Inspections

Date: February 25, 2014

Re: Conditional Use Permit (CU-13-646) – 2832-2834 Valley Avenue

THE ISSUE:

Request for CUP for an entertainment establishment at 2832-2834 Valley Avenue, Puerta La Union Restaurant.

RELATIONSHIP TO STRATEGIC PLAN:

#1: Grow the Economy

BACKGROUND:

City staff has received a conditional use permit application for an *Entertainment Establishment* at Puerta La Union Restaurant at 2832-2834 Valley Avenue. This is the first request for a CUP for an *Entertainment Establishment* since the Zoning Ordinance was amended in October 2013. The applicant is seeking to expand his restaurant use to allow for bringing in entertainment on the weekends as part of hosting a variety of events including birthday parties, baptisms, wedding receptions, company gatherings, and family reunions. Due to the proximity to residentially zoned properties, the use is permitted only with a conditional use permit from City Council. (Full staff report attached).

BUDGET IMPACT:

No funding is required.

OPTIONS:

- Approve the CUP with conditions
- Disapprove the CUP

RECOMMENDATIONS:

The Planning Commission recommended approved unanimously.

CU-13-646 Request of Feliciano Romero dba Puerto La Union Restaurant for a conditional use permit for an Entertainment Establishment at 2832-2834 Valley Avenue (*Map Number 310-07-40*) zoned Highway Commercial (B-2) District with Corridor Enhancement (CE) District overlay.

REQUEST DESCRIPTION

The applicant is proposing an Entertainment Establishment at his business Puerto La Union Restaurant at 2832-2834 Valley Avenue.

AREA DESCRIPTION

The subject parcel is located on the east side of Valley Avenue and is zoned Highway Commercial (B-2) district with Corridor Enhancement (CE) district overlay. The properties along Valley Avenue to the North, West, and South are similarly zoned. The properties to the East are zoned Medium Density Residential (MR) district.



STAFF COMMENTS

The applicant intends to add occasional weekend entertainment to his restaurant business at 2832-2834 Valley Avenue. Since this addition of an Entertainment Establishment use is located within 200 feet of a residentially zoned parcel (the MR properties directly to the east), a conditional use permit is required.

The proposed use would involve bringing in entertainment, such as bands and DJs, during the weekends on Friday, Saturday and/or Sunday during the hours of 5:00 p.m. – 1:30 a.m. The primary focus of this proposal is to allow for the expansion of restaurant operations involving the hosting of various events in the restaurant and bringing in entertainment as part of those events. Such events include birthday parties, baptisms, wedding receptions, company gatherings, and family reunions.

At City Council's meeting on October 22, 2013, a text amendment to the Zoning Ordinance was adopted that changed the provisions of regulating Nightclubs and Entertainment Establishments. In several commercial districts, buildings and related parking facilities that are located at least 200 feet away from residentially zoned parcels allow for Entertainment Establishments by-right; and such uses that are located closer than 200 feet from residentially zoned parcels must obtain a conditional use permit (CUP). The subject property has ten parcels that are within a 200-foot buffer around the property.

Several minimal standards were included within the adopted text amendment which includes the following:

Section 18-24 Entertainment Establishments

All entertainment establishments must meet the following minimum standards. Failure to maintain compliance shall result in the operation being declared in violation of the Zoning Ordinance. If an establishment desires to deviate from any of these standards, a conditional use permit shall be required.

18-24-1 General Standards

18-24-1.1 All exterior doors and windows must remain closed during operating hours.

18-24-1.2 No more than three criminal police calls, as determined by the Chief of Police, may be attributable to the establishment within a thirty day continuous period; after which private security shall be required in a manner approved by the Chief of Police.

18-24-1.3 Hours of operation on Sundays through Thursdays shall not occur outside of 8:00 a.m. to 11:00 p.m. and Fridays and Saturdays shall not occur outside of 8:00 a.m. until 2:00 a.m. the following day.

18-24-1.4 The business shall comply with applicable noise and maximum sound level regulations per Chapter 17 of Winchester City Code, as amended.

The applicant's proposal includes the Entertainment Establishment operating on Sundays until 1:30 a.m. (Monday morning). However, during the Planning Commission review and discussion, the applicant indicated that he is comfortable with the statutory 11pm cut-off time on Sunday night.

In previous CUP approvals for nightclubs several of the following conditions were often included:

- *Staff review in six months and reapproval required every three years thereafter;*
- *The applicant taking into consideration the concerns of all of the neighbors and addressing them as they come up;*
- *Strict obedience with all local and state laws, especially those pertaining to ABC licensing and payment of meals tax;*
- *The applicant is responsible for cleaning up any trash outside the facility after closing.*

However, staff does not believe that any of these conditions are necessary for the subject application. Majority of these provisions are a reiteration of existing laws and requirements. The cleanup of exterior trash, adherence to ABC laws, and payment of taxes are required of the businesses independent of the Entertainment Establishment CUP approval. The exception may be the inclusion of an expiration of the permit approval if it is believed to be in the best interest of protecting health, safety or welfare.

Staff has checked with the Chief of Police and Virginia ABC and neither entity had any existing issues or concerns with the proposed business or use. At the time of this staff report, the business is current with all City licenses and taxes.

RECOMMENDATION

At their February 18, 2014 public hearing, the Planning Commission unanimously forwarded CU-13-646 to Council recommended 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 was subject to the following conditions:

1. Maintain full compliance with Entertainment Establishments minimum standards outlined in Section 18-24 of the Winchester Zoning Ordinance;
2. The CUP shall expire if the use does not commence within one year of approval, the use ceases for at least one year, or the use of the property changes to another use permitted in the district.

Puerto la Union Restaurant
2834 Valley Ave
Winchester, VA 22601

Types of events: birthdays, baptisms, wedding receptions,
Company gatherings, and family reunions.

Days of the week: Friday, Saturday ~~and~~ or Sunday

hours: available from 5:00pm - 1:30am



CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

CITY COUNCIL MEETING OF: 2/25/14 (work session), **CUT OFF DATE:** 2/18/14
3/11/14 (regular mtg)

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

ITEM TITLE:

CU-14-47 Request of Susan S. Rhodes for a conditional use permit for a home occupation in an accessory structure at 364 Parkway Street (*Map Number 214-05-I-37*) zoned Medium Density Residential (MR) District.

STAFF RECOMMENDATION:

Approval with conditions

PUBLIC NOTICE AND HEARING:

Public hearing for 3/11/14 Council mtg

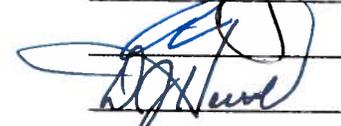
ADVISORY BOARD RECOMMENDATION:

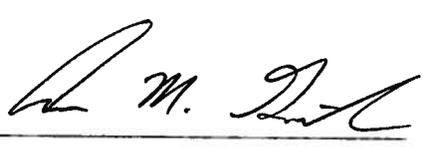
Planning Commission recommended approval with conditions

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		_____	<u>2/19/14</u>
2. City Attorney		_____	<u>2/19/2014</u>
3. City Manager		_____	<u>2/19/14</u>
4. Clerk of Council	_____	_____	_____
	_____	_____	_____

Initiating Department Director's Signature:  2/19/14
(Zoning and Inspections)



APPROVED AS TO FORM:


CITY ATTORNEY

CITY COUNCIL ACTION MEMO

To: Honorable Mayor and Members of City Council

From: *AMG* Aaron Grisdale, Director of Zoning and Inspections

Date: February 25, 2014

Re: Conditional Use Permit (CU-14-47) – 364 Parkway Street

THE ISSUE:

Request for CUP for a home occupation in an accessory structure at 364 Parkway Street.

RELATIONSHIP TO STRATEGIC PLAN:

#1: Grow the Economy

BACKGROUND:

City staff has received a conditional use permit application for the use of an accessory structure at 364 Parkway Street to allow for a home occupation as an artist/sculptor/potter. This is the first application for a home occupation in an accessory structure since the Zoning Ordinance text amendment allow such uses was adopted in January 2014. (Full staff report attached)

BUDGET IMPACT:

No funding is required.

OPTIONS:

- Approve the CUP with conditions
- Disapprove the CUP

RECOMMENDATIONS:

The Planning Commission recommended approved unanimously.

City Council Work Session
February 25, 2014

CU-14-47 Request of Susan S. Rhodes for a conditional use permit for a home occupation in an accessory structure at 364 Parkway Street (*Map Number 214-05-I-37*) zoned Medium Density Residential (MR) District.

REQUEST DESCRIPTION

The request is to utilize a portion of an existing accessory structure in the rear yard at the subject property for a home occupation for an artist/sculptor/potter.

AREA DESCRIPTION

The subject property is located on the east side of Parkway St, one property north of the intersection with E. Pall Mall St. The subject property and all surrounding properties are zoned MR and consist of single family residences. The property is bordered to the rear (east) and partially to the south by platted, but unconstructed, alley rights-of-way.



STAFF COMMENTS

This is the first application under the newly adopted revisions (Jan 2014) to the Zoning Ordinance allowing for consideration of use of accessory structures in conjunction with home occupations. In the applicant's letter of January 22, 2014, Ms. Rhodes describes the scope of the proposal, which would utilize approximately 240sf of the 720sf detached garage as an artist's studio, including an electric kiln. An accompanying site sketch shows the structure sitting near the NE portion of the property and set back 6 feet from both the rear (eastern) and northern property lines. The closest residence to the accessory structure is located on the property to the north, with approximately 51 feet between the structures (the Ordinance requires identification of structures within 50 feet on any adjacent properties).

The applicant estimates that most work would be done on Mondays, Thursdays and Fridays, with work also possible on Saturdays and Sundays. She states that, in the past, she has worked anywhere from 1 to 10 hours per day, but does not offer any specific proposed hours (e.g. no earlier/later than). The applicant also states the following regarding the proposal: there will be no sign; there will be no sales onsite (all products will be delivered); there will be no employees, and; she will not teach or tutor. While some of these limitations are already prescribed by the Ordinance (no signs, no outside employees), the offered prohibitions for onsite sales and teaching/tutoring help to ensure that there should be no "change to the neighborhood in terms of traffic or vehicular parking resulting from the operation of the home occupation" as called for in the Ordinance. The applicant also states that she has been in contact with some of her neighbors and that they do not seem to have any issues with the plan.

Staff consulted with the Building Official on the application and no additional inspections or code implications arise with the use as proposed, specifically since no outside customers will be coming to the structure and the kiln is electric-powered. Electrical service was provided to the garage when it was constructed in 2008-09.

RECOMMENDATION

At their February 18, 2014 public hearing, the Planning Commission unanimously forwarded CU-14-47 with a recommendation for approval because the use, as proposed, should not adversely affect the health, safety or welfare of persons residing or working in the neighborhood nor be detrimental to public welfare or injurious to property or improvements in the neighborhood. The recommendation is subject to:

1. No customers, students, or pickup of merchandise are permitted onsite.

This is information on the proposed use of a section in our 24ft by 30ft garage for a home occupation, at our residence, 364 Parkway St. The size of the area I would be using for a work space is 10ft by 24ft.

We built our garage in 2008-09 after moving back into Winchester in 2007. I anticipated continuing my profession as an artist, sculptor/potter and included those needs in the plans of the building. We obtained Permits and received all Inspections from the City required in this process. I came to a pause as I understood the conditions regarding the use of a home based business and it has led me down the path I am now on seeking this permit.

I do not want this location to be known as a business. I do not want any situation that would impact the area as to change it from a quiet residential neighborhood.

There will be no sign

I will not sell out of the building, or my home, there will not be foot traffic or parking issues.

I will not have any employees, family included.

I will not teach or tutor.

I will provide my art to local stores, seek commissions or internet sales. I will deliver all my products.

I have been instructed to try to estimate my work times. Mondays, Thursdays and Fridays would be my choice but I am sure I might work on some Saturdays and Sundays, so I am not ruling that out. In the past I have personally been busy anywhere from 1 to 10 hours with my art work. I don't anticipate anyone knowing when I am working or just walking to and from our garage. This back and forth happens many times because you must monitor clay moisture to schedule other steps accordingly.

I am back and forth also to check on the progress of the Electric Kiln when it runs. It can run continuously from 8 to 16 hours. I have an automatic programable Kiln system but I check on the firings every couple hours or so in the beginning and then at intervals of about 4 to 6 hours.

In the past, I have run the kiln 6 times in one year.

When the kiln is approaching a completed cycle I am always present to make sure my items are in their finished state even though it is programmed.

I inspect my kiln before every firing and do not leave the premises till it is complete.

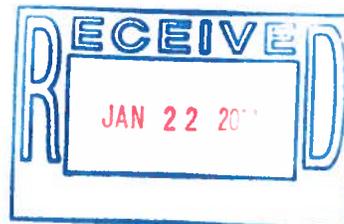
This checking on my firings, except at the end, is mostly to make sure our electricity has not been interrupted.

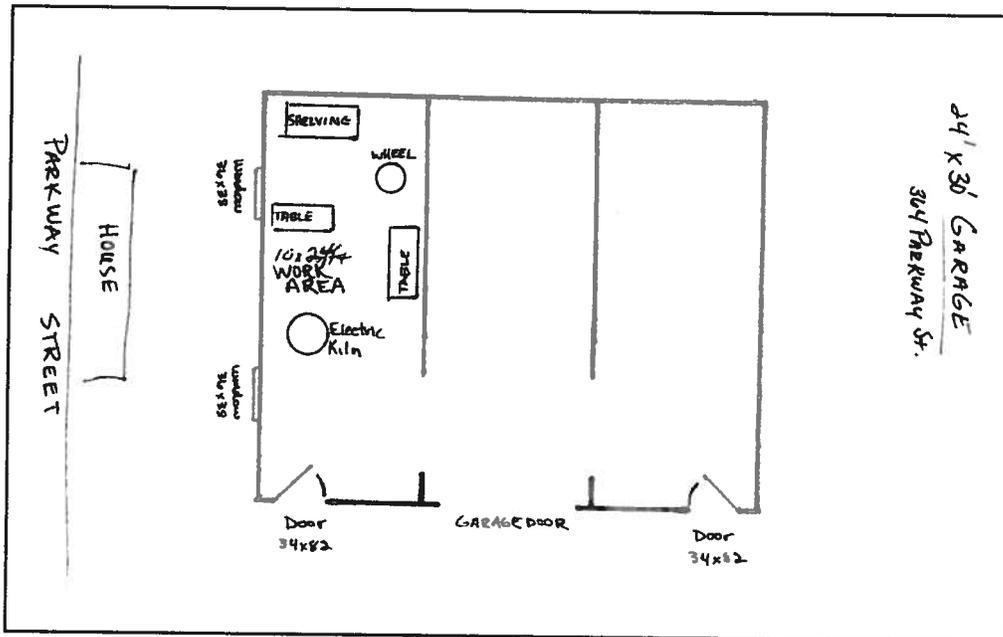
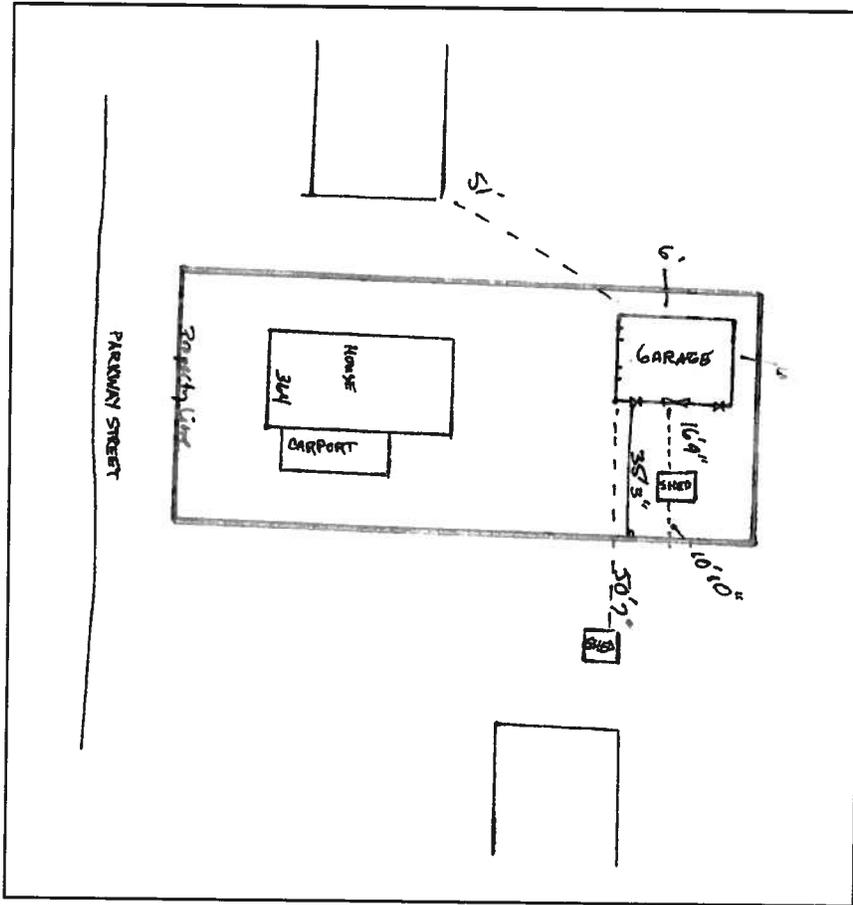
I am sure we have all had our TV systems go out due to a brief power hiccup. These pauses that can happen in any part of the city will stop the kiln from completing its process which only results in wasted time and energy.

As I have mentioned in the past, I have talked with 4 of my neighbors and they do not seem to have any issues with this plan. As always, I will remain open to them should problems arise.

I will be happy to answer any questions if possible and thank you for this opportunity

Susan Rhodes
364 Parkway Winchester





CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

CITY COUNCIL/COMMITTEE MEETING OF: 2/11/14 CUT OFF DATE: 1/21/14

RESOLUTION__ ORDINANCE XX PUBLIC HEARING __

ITEM TITLE: Regulation of Tow Companies

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. Zoning Administrator	AMG		12/16/13
2. Director of Finance	CB		12/19/13
3. _____			
4. _____			
5. City Attorney	AW		1/22/2014
6. City Manager	DI		12-26-13
7. Clerk of Council			
Initiating Department Director's Signature: <u>Chip K. L. L.</u>			1/13/14 Date



APPROVED AS TO FORM:

[Signature] 1/22/2014
CITY ATTORNEY

CITY COUNCIL ACTION MEMO

To: Honorable Mayor and Members of City Council
From: Chief Kevin L. Sanzenbacher
Date: Work Session 1/21/14
Council Session 2/11/14
Re: Tow Truck Control

THE ISSUE: Currently there is nothing in City ordinance that regulates tow companies. This can lead to issues of citizens being overcharged for services, towed vehicles being stored in unprotected areas, and the inability of vehicle owners to get access to their vehicles and possessions when cars have been towed. The proposed ordinance would give the City the authority to better protect consumers by regulating the tow companies that are used by the Winchester Police Department.

RELATIONSHIP TO STRATEGIC PLAN: Develop a High-Performing City Organization

BACKGROUND: Currently any company that wishes to be on the call list with the WPD for tow services can request to be placed on this list. The PD calls tow companies from this list when they are needed to clear streets of collisions or disabled vehicles. Currently there are no standards in place that govern the tow company operators used by the Winchester Police Department. This lack of protection has led to issues of price gouging, extravagant storage fees, thefts from stored vehicles and inability for owners to retrieve their vehicles or possession from stored vehicles. The proposed ordinance will provide the following protections:

- Establish minimum standards for tow vehicles and operators
- Regulate prices that can be charged for tow services and storage fees
- Establish requirements for where and how vehicles must be stored
- Establish requirements for how tow operators will make vehicles and property available to motorists who may have had their vehicles towed.
- Requirements for contact information for locating an impounded vehicle.

BUDGET IMPACT: This action may require some expenditure of funds by the WPD to provide more hours to our part-time compliance investigator. A portion of this funding will be recovered by application and processing fees required in the ordinance. Any additional cost may be absorbed in the operating budget.

DISCUSSION: We currently have eight (8) companies on our list to provide tow service in the city. Two of those companies provide the majority of service (Minnicks and Combs). Anticipating possible opposition from the tow industry to this proposal I met with the owners of both Minnicks and Combs tow services to share a draft proposal with them and solicit their feedback. Both owners looked favorably on the draft ordinance and recommended several minor changes that were incorporated into the ordinance now before Council.

In addition, a letter (included in your package) was sent to the remaining tow companies advising them of this proposal. To date none have responded with any objections or comments.

Finally the ordinance before you was adapted from the City of Fredericksburg after searching for similar ordinances during the draft process. I have spoken to their Chief of Police and he reports no issues with compliance or enforcement of their ordinance.

OPTIONS: Available options include:

1. Maintain the status quo
2. Adopt the ordinance
3. Modify the current draft to address unidentified concerns

RECOMMENDATION: Staff recommends the Council adopted the ordinance as drafted.

MOTOR VEHICLES AND TRAFFIC

ART. X POLICE-REQUESTED TOWING

SECTION 14-158. PURPOSE AND DEFINITIONS.

This article, adopted in accordance with §§46.2-1217 and 1232 of the Code of Virginia, is intended to apply to requests for towing services made by the Winchester Police Department in order to ensure storage, availability, and service by persons and firms authorized to provide towing services at the request of the Chief of Police or other law enforcement personnel. The provisions of this ordinance are not applicable to towing not at the request of official law enforcement personnel.

Notwithstanding this division or any agreement executed pursuant to it, all tow services authorized to provide service shall remain independent contractors and shall not be deemed to be employees of the city.

This Article is intended to complement other specific provisions of the City Code related to towing including but not limited to the towing of abandoned vehicles under Chapter 14, Art. XIII, and towing for non-payment of parking citations covered under in Section 14-61. To the extent that the provisions of this article conflict with other specific provisions of the Code, the other specific provision of the Code shall supersede.

The following definitions shall be used in the interpretation and administration of this Article. The definitions of various terms as presented herein do not necessarily represent the same definitions as may be found for the same terms in other Chapters of the Code.

- (a) *Authorized Towing Service*: A towing firm or service which meets the requirements of the Code of Virginia, Title 46.2, Chapter 12, and that has entered into a Towing Service Agreement to provide services at the request of the Police Department or other law enforcement personnel.
- (b) *Emergency*: Refers to a critical traffic problem or extreme weather condition, a parade or other similar public event, a riot, or a disaster or similar event not ordinarily or usually occurring, as determined by the City Manager or his or her designee.
- (c) Heavy-duty tow rotation list means the list maintained by the chief of police of those towers meeting the requirements of section 14-169.b herein, who are authorized to respond city-wide to the police department or other law enforcement personnel's requests for heavy towing.

WINCHESTER CODE

- (d) *Officer*: Refers to a law enforcement officer sworn in the City of Winchester or any other sworn law enforcement officer with jurisdiction at the scene of the tow. This term may also refer to law enforcement communications made by dispatch personnel.
- (e) *Police-Requested Towing*: All requests made by law enforcement officers of the City pursuant to the Code of Virginia §46.2-1218 or 1209, or requests made by a law enforcement officer at the request of an owner or operator of an unattended, abandoned, or immobile vehicle, when no specific service provider is requested by such owner or operator.
- (f) *Suspension*: Temporary removal from the City's Towing Rotation List.
- (g) *Termination*: Permanent removal from the City's Towing Rotation List as well as termination of the Towing Service Agreement.
- (h) *Towing Business*: A towing service in operation for a minimum of one (1) year and meeting the requirements of Section 14-161, herein operating from a location within the City or within five miles of the City limits such that service response can be made within response times allotted.. For purposes of this Article, multiple corporations, partnerships, sole proprietorships or other legal entities owned or controlled by one or more members of a single household are deemed to constitute a single towing business.
- (i) *Tow Rotation List*: List maintained by the Chief of Police indicating those towing services authorized to respond to requests made by law enforcement personnel for the towing of vehicles. "Heavy-Duty Tow Rotation List" refers to a separate list of authorized towing services capable of responding to requests for heavy-duty towing.
- (j) *Vehicle*: Refers to a motor vehicle, trailer, semitrailer, or parts thereof.

SECTION 14-159. POLICE-REQUESTED TOWING; TOWING SERVICE AGREEMENT AND TOW ROTATION LIST.

- (a) The City adopts this Article pursuant to authority provided in the Code of Virginia §46.2-1217 and 1232 to regulate services rendered in response to police towing requests. Such regulation shall be established through use of a Towing Service Agreement, which shall specify the criteria for becoming an authorized towing service upon the advice of the Towing and Recovery Advisory Board.
- (b) *Application*. A towing and recovery operator may apply for inclusion on the Tow Rotation List by submitting an application to the Chief of Police. The Chief of Police shall conduct an investigation to determine the accuracy of the information provided and the eligibility of the applicant based upon the criteria set forth in the Towing Service Agreement. Qualified towing services will sign a standard Towing Service Agreement and be placed on the Tow Rotation List or Heavy Duty Tow Rotation List as appropriate.

MOTOR VEHICLES AND TRAFFIC

Applicants found to be unqualified will have their application returned with a written determination indicating the reasons for the denial. Except as otherwise provided herein, the only modification to the standard agreement shall be as to the type of towing vehicles the authorized tower will supply

- (c) **Tow Rotation List.** The Chief of Police shall ensure that towing services are called on a rotating basis in accordance with the Tow Rotation List. Towing services not included on the Tow Rotation List shall not be called by an officer except in the event of an emergency, as defined above and in the Code of Virginia §46.2-1317, or at the specific request of a vehicle owner or operator. If, for the reasons stated above, a towing service is utilized that is not on the list, it must be reported to the Communications Office for record purposes.
- (d) **Equal Call System.** Each towing service on the Tow Rotation List will have an equal opportunity to respond to police requests for towing. If the Police Department makes two (2) attempts to contact an authorized towing service and receives no answer or a busy signal on both attempts, the next business on the list will be called. If a towing service refuses to respond to a request, or responds but is deemed unfit to proceed by an officer at the scene, they will lose their turn in the rotation and fall to the bottom of the list. In the event a towing service responds to a call but does not provide service due to no fault of its own, that business will be placed back on the top of the Tow Rotation List.

SECTION 14-160. TOWING AND RECOVERY ADVISORY BOARD.

- (a) A Towing and Recovery Advisory Board shall be created pursuant to §46.2-1217 and §46.2-1233.2 of the Virginia Code. The purpose of the Towing and Recovery Advisory Board shall be to:
 - (1) Study the governing practices of towing and recovery services rendered pursuant to police towing requests;
 - (2) Make recommendations to City Council and the Winchester Police Department regarding adoption or amendment of any ordinance, regulation, or contract pertaining to the same;
 - (3) Hear appeals and complaints arising from police towing requests;
 - (4) Periodically review fees charged by authorized towing services to allow for timely adjustment of fee limitations implemented pursuant to §46.2-1233.1 of the Code of Virginia.
- (b) The Board shall consist of three (3) members appointed by City Council, including one (1) representative from a local law enforcement agency, one (1) representative of a licensed towing and recovery operator, and one (1) member of the general public. The Board shall meet at least once per year at the call of the Chairman, who shall be elected annually by a majority vote of the voting members of the Board.

WINCHESTER CODE

SECTION 14-161. DUTIES AND REQUIREMENTS OF AUTHORIZED TOWING SERVICES.

- (a) Safety. Authorized towing services responding to police requests shall tow vehicles in a manner that does not cause damage to the vehicle and that uses the safest and most direct route. The towing service shall remove all litter, glass, and debris caused by incidents necessitating towing, excluding the contents of a load carried by a private or commercial truck, van, or similar vehicle.
- (b) License and Registration. Authorized towing services shall comply with all applicable federal, state, and local laws, including but not limited to, the securing of all necessary federal, state, and local licenses and payment of registration fees. All authorized towing services shall display a WT-TAG ("Tow Truck for Hire") or a Virginia apportioned tag while maintaining \$1,000,000.00 in liability insurance. All authorized towing services must be current in all financial obligations to the City including all tax and license obligations.

All towing operators shall possess a valid Virginia Driver's License or Commercial Driver's License (as may be required by law) and shall be qualified to operate the tow vehicle and its equipment. Authorized towing services shall ensure that all employees participating in towing operations meet these requirements.

- (c) Insurance. Prior to entering into a Towing Service Agreement, a towing service must provide the Chief of Police with evidence of the following insurance coverage for the duration of the proposed agreement:
 - (1) Garage Keeper's Legal Liability Insurance in the minimum amount of \$75,000.00 to cover fire, theft, windstorm, vandalism, and explosion for each lot (\$200,000.00 for towing services on the Heavy-Duty Rotation List);
 - (2) Insurance sufficient to cover any and all claims of loss, damage, or bodily injury resulting from its acts or incurred in the operation of the towing service's equipment and vehicles in the amount required by the state (vehicle liability policy);
 - (3) Insurance sufficient to cover claims under the Worker's Compensation Act, if applicable, for all employees. If any work will be sublet due to a need for specialized equipment, the subcontractor shall provide similar coverage; and
 - (4) A Certificate of Insurance listing the City as an additional insured on its policy.

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- (d) Service. All authorized towing services shall provide service twenty-four (24) hours a day, 365 days a year, and shall have available at all times a sufficient number of qualified personnel to effectively receive calls and to respond to towing requests using only their own equipment and personnel. All authorized towing services shall have a business card which contains the name of the business, a physical address, telephone number, and after-hours telephone number if necessary.
- (e) Regular Towing Equipment. All equipment used by authorized towing services must be in good working order, and the use of equipment from another towing firm, regardless of ownership, is prohibited. Authorized towing services shall have at least one regular tow truck and one rollback to perform services under this Article. The rollback must have at least an eight thousand (8,000) pound winch and a deck rating of a minimum seven thousand (7,000) pounds, which shall be maintained in good condition with Virginia license plates, current Virginia inspection stickers, and an SCC license. The towing business name, address, and telephone number must be printed on both sides of the towing vehicle in letters and numbers of such size, shape and color as to be readily legible during daylight hours from a distance of fifty (50) feet while the vehicle is not in motion. All towing vehicles, including heavy-duty wreckers, must be equipped with the following:
- (1) A chassis rated with sufficient gross vehicle weight to match the maximum capacity of the crane mounted thereon;
 - (2) One (1) five-pound ABC or one (1) ten-pound ABC fire extinguisher;
 - (3) Two (2) operable amber revolving or flashing emergency lights, mounted on the highest part of the vehicle and visible from all sides;
 - (4) One (1) heavy-duty street broom and one (1) shovel; and
 - (5) Liquid absorbent source for small clean-ups.
- (f) Heavy-Duty Towing Equipment. Towing services included on the Heavy-Duty Tow Rotation List shall make available a heavy-duty wrecker, equipped with a wrecker crane capable of lifting at least 50,000 pounds and capable of towing at least 80,000 pounds. It shall be equipped with:
- (1) A wheel lift or under-reach of sufficient size to tow all types of trucks, tractors, and trailers without damage;
 - (2) A heavy-duty sling;
 - (3) Air brakes; and
 - (4) An auxiliary air supply capable of tying into the air brakes of the disable vehicle to enable safe towing under the braking control of the wrecker.

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- (g) Response Time. Time is of the essence in the performance of services. The authorized towing service shall arrive on the scene within thirty (30) minutes of receiving a call, with a grace period of ten minutes if requested by the towing service within the first twenty-five (25) minutes. If such time limit is not met, the request will be considered cancelled, and an officer may request service from the next authorized towing service on the list. In such an event, neither the City nor the vehicle owner shall be liable for any payment to the initial towing service. Heavy-duty towing services are exempt from this requirement, provided they notify the law enforcement agency within the first twenty-five (25) minutes of receiving a call and arrive in a reasonably timely manner.

Authorized towing services will not be responsible for unavoidable delays caused by circumstances such as natural disasters or Acts of God. However, if the Chief of Police deems that excessive delays are the result of circumstances within the control of the towing service, including but not limited to negligence, lack of manpower, and poorly conditioned equipment, he or she may suspend and/or terminate the towing service from the Towing Rotation List.

If a tow truck is not available or the authorized towing service cannot respond within the time required, the towing service shall immediately notify the dispatcher and explain the reason why. If upon arrival at the towing scene, the towing and recovery operator determines that the responding towing vehicle will not be sufficient for the task, the towing service will be permitted to retrieve additional equipment, provided it is able to respond within the thirty (30) minute time period required.

- (h) Storage and Security of Vehicles. All authorized towing services shall have a secured lot for storage of vehicles located within the City of Winchester or within five (5) miles of the City of Winchester. Storage lots located in the City must meet **off-street parking area surface requirements of the Winchester Zoning Ordinance**, however a storage facility allowing for the inside storage of vehicles is also permissible. A sign must be conspicuously posted at the lot or facility identifying the towing firm's name and telephone number. The space available in a lot shall be a minimum of 1,500 feet. Share lots are permitted, so long as each towing service sharing the lot meets the minimum space requirement of 1,500 feet.

SECTION 14-162. LIABILITY AND PROHIBITED ACTS.

- (a) Prohibited Acts. Violation of any provision of this section may subject the towing service to temporary or permanent removal from the Tow Rotation List, as well as

MOTOR VEHICLES AND TRAFFIC

possible termination of the Towing Service Agreement. Violations shall include, but are not limited to:

- (1) Deliberate failure of a towing business to respond to a call after accepting it;
- (2) Securing a Towing Service Agreement by fraud or concealment of a material fact which, if known, would cause the application to be rejected;
- (3) Violation of the Towing Service Agreement;
- (4) Chronic or repeated violations, even if minor in nature, of this Article, and/or;
- (5) A single, serious violation of this provision, including but not limited to:
 - a. Soliciting business at the scene of accidents;
 - b. Knowingly charging excessive fees for services, or charging for services not rendered in violation of §46.2-118;
 - c. Alcohol or drug use;
 - d. Repeated failure to take a call and/or failing to respond to calls in a timely manner;
 - e. Failure to notify the Chief of Police of immediate changes regarding insurance, or the taking on of a new partner(s), owner(s), agent(s), corporate officer(s), or any other material changes to information disclosed in the application for a Towing Service Agreement;
 - f. Failure to remain current in financial obligations to the City;
 - g. Failure to comply with the requirements of this Article.

Unauthorized Provision of Towing Service. No towing service shall respond to an accident for the purpose of towing vehicles unless specifically called there by the Police Department, other law enforcement personnel, or the person involved in the accident or emergency. Violation of this section shall result in suspension from the towing list for thirty (30) days for the first offense, sixty (60) days for the second offense and permanent removal from the Tow Rotation List for the third offense.

(b) Liability. All authorized towing and recovery operators entering into a Towing Service Agreement shall remain independent contractors and shall not be deemed to be employees of the City. Any such operator utilized in response to a police request shall indemnify and hold free and harmless the City for any costs and expenses, including but not limited to, attorneys' fees, reasonable investigative and discovery costs, court costs, and all other sums which the City, its agents, employees, and representatives may pay or become obligated to pay on account of any, all, and every demand for claim or assertion of liability, or any claim or action founded thereon, arising or alleged to have arisen out of an act or omission of the towing and recovery operator, its agents, employees, owners, officers, or directors.

(b)

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WINCHESTER CODE

SECTION 14-163. FEES AND COMPENSATION.

(a) Maximum Fees. An authorized towing service, in accordance with §46.2-118, must have readily available at their principal office, upon request, information on the maximum fees normally charged for basic services, including the towing and initial hookup of vehicles. The hookup and initial towing fee of a vehicle without the consent of the vehicle owner or operator shall not exceed one hundred ~~and twenty-five dollars and~~ fifty dollars (\$150.00), however the City may set reasonable limits on fees charged for the removal of vehicles from private property in violation of §46.2-1231 and 1215 if the fair market value of such removal is taken into consideration.

(b) Storage Fee. An authorized towing service may charge fifty dollars (\$50.00) a day for the storage of a towed vehicle; however there shall be no charge for the first twenty-four hours of vehicle storage for vehicles towed in accordance with §46.2-1233.1 of the Code of Virginia. An administrative fee of ninety dollars (\$90.00) may be charged for long-term storage exceeding seventy-two (72) hours.

(c) Record of Fees Charged. The towing service shall issue an itemized receipt for payment for towing and storage services to the owner of the towed vehicle. Said receipt shall include a signature line where the owner of the vehicle may acknowledge receipt of the vehicle and acceptance of the fees charged.

SECTION 14-164. RECORDS AND INSPECTIONS.

(a) Inspections by Chief of Police. All tow vehicles, required equipment and storage facilities utilized by authorized towing services on the Tow Rotation List shall be inspected and approved by the Chief of Police prior to initial use. The Chief of Police may periodically inspect any tow trucks, equipment, and storage facilities used under this Article. The tow truck inspection shall take place at a location designated by the Chief of Police. There will be an annual inspection of all tow trucks, equipment, and storage facilities, for which a fee of fifty dollars (\$50.00) will be charged for each vehicle inspected. Such annual inspection shall occur on or about the anniversary date of the approval of the towing service's application. If a towing service changes the location of its storage facility, a new inspection must be conducted prior to approval of the new facility.

The Chief of Police shall give the towing service written notice if a vehicle or storage facility is found to be unacceptable. Unacceptable tow trucks, equipment and/or storage facilities may not be used in the performance of duties under a Towing Service Agreement until replaced, repaired, or otherwise brought into compliance and approved by the Chief of Police. Failure to comply with this provision shall result in suspension of

MOTOR VEHICLES AND TRAFFIC

the towing service from the Tow Rotation List until the necessary corrections have been made.

- (b) **Inspection of Stored Vehicles.** Upon receiving a request to release or permit an inspection of a stored or seized vehicle from the owner, operator, other authorized person during other than normal business hours, a towing service may require one hour's notice for the release of such vehicle. A fee may be charged for after-hours access to the vehicle for purposes of inspection, release, or retrieval of property; however such fees shall be reasonable in light of fees charged by other towing services in the City for comparable service.
- (c) **Responsibility to Vehicle Owner.** Towing services shall comply with the rights of owners of vehicles as set forth in the Code of Virginia §46.2-1217. Towing services must allow for the retrieval of personal property from the vehicle and shall not require that payment for towing and storage be rendered prior to providing such access to the vehicle owner or operator. Additionally, authorized towing services shall be responsible for vehicle(s) towed, including any contents within, from the time the vehicle is towed until the occurrence of one of the following:
 - (1) The vehicle is delivered to a location specified by the owner or other authorized person;
 - (2) The vehicle and property is released to and accepted by the owner or authorized person in the condition as originally towed. A facsimile authorization shall be acceptable as a form of release from the owner of the vehicle along with a photocopy of photo identification; or
 - (3) The vehicle is otherwise disposed of according to law.
- (d) **Records.** All authorized towing businesses shall keep records of all vehicles towed pursuant to the Towing Service Agreement. These records shall include, at a minimum, the date and time of the tow, the vehicle's license number and state of issue, the model and color of vehicle, the location from which it was towed, the charges for towing and storage, the disposition of the vehicle and the date of disposition, and an inventory of any items of value. Such records shall be retained for at least twelve (12) months following the date of tow, and shall be available for inspection by the Chief of Police during the towing service's normal business hours.
- (e) **Release and Disposition of Vehicle.** An attendant must be on duty between the hours of 8:00AM and 5:00PM every Monday through Friday, with the exception of holidays, to permit inspection or release of stored vehicles. After hours, the owner or attendant must be available by telephone. If an owner or lien holder fails to claim any vehicle or if a towing service wants to satisfy any lien which it has on a vehicle, it shall be the towing service's responsibility to dispose of or sell the vehicle in compliance with the Code of

WINCHESTER CODE

Virginia. Towing services shall not release any vehicle designated as “seized” or “seized for forfeiture” by the Police Department or other law enforcement agency until the towing service obtains permission from the requesting agency. The towing service shall bill the requesting agency for the cost of the tow and storage.

SECTION 14-165. COMPLAINTS.

Complaints resulting from a failure to adhere to proper towing procedure, as outlined in the standard Towing Service Agreement, shall be handled as any other citizen complaint. This may include direction of the complaint through the applicable chain of command, to the Chief of Police, or to the Towing Advisory Board. Authorized towing services must agree to abide by decisions rendered by the Chief of Police and the Towing Advisory Board in response to and resolution of complaints.

SECTION 14-166. AMENDMENTS TO ORDINANCES.

The Towing Advisory Board is authorized to recommend revisions to this section. Revisions shall be effective from the date on which they are adopted by the City Council, unless otherwise provided. Towing businesses on the Tow Rotation List shall be given written notification of any changes ten (10) days prior to the revision being adopted. They may cancel their participation on the Tow Rotation List if they do not wish to accept the revision. Cancellations must be submitted in writing to the Chief of Police.

CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

CITY COUNCIL/COMMITTEE MEETING OF: February 18, 2014 CUT OFF DATE:

RESOLUTION ORDINANCE X PUBLIC HEARING

ITEM TITLE: Authorize Supplemental Appropriations for the FY 2014 budget

STAFF RECOMMENDATION: Approve as recommended; send to public hearing

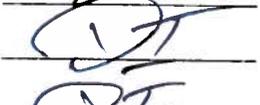
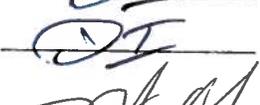
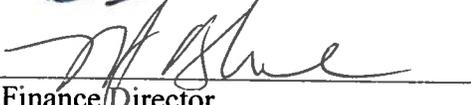
PUBLIC NOTICE AND HEARING: April 8, 2014

ADVISORY BOARD RECOMMENDATION: N/A

FUNDING DATA:
See attached contract

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. The Director's initials for approval or disapproval address only the readiness of the issue for Council consideration. This does not address the Director's recommendation for approval or denial of the issue.

<u>DEPARTMENT</u>	<u>INITIALS FOR APPROVAL</u>	<u>INITIALS FOR DISAPPROVAL</u>	<u>DATE</u>
1. _____	_____	_____	_____
2. _____	_____	_____	_____
3. _____	_____	_____	_____
4. _____	_____	_____	_____
5. City Attorney		_____	2/12/2014
6. City Manager		_____	2-12-14
7. Clerk of Council		_____	2-12-14
Initiating Department Director's Signature:		_____	2-5-14
	Finance Director		Date



APPROVED AS TO FORM:


CITY ATTORNEY

CITY COUNCIL ACTION MEMO

To: Honorable Mayor and Members of City Council
From: Mary Blowe, Finance Director
Date: February 25, 2014
Re: Ordinance to authorize the additional appropriation of funds for necessary expenditures for Fiscal Year 2014

THE ISSUE: The FY 2014 budget needs to be amended to account for additional revenues and proposed expenditures.

RELATIONSHIP TO STRATEGIC PLAN: These budget amendments help to create a more livable City for all, particularly objective 1, to upgrade City school facilities and also develop a high performing organization with the use of grant funds.

BACKGROUND: City Staff is requesting the following amendments to the FY 2014 budget:

- 1. General Fund** to increase by \$20,324,845 for the following items: \$20,191,249 bond proceeds for bond issuance costs and to transfer to Schools for school construction; Police Department including \$4,237 federal grant for police supplies , \$15,325 asset forfeiture funds and \$8,400 sale of surplus property for vehicle maintenance; Commonwealth Attorney for \$26,175 asset forfeiture funds for operating supplies; Sheriff's Office for \$60,000 asset forfeiture funds for courthouse security; and \$19,459 for a vehicle for Zoning & Inspections which was funded in the FY2013 budget but received in FY2014. In addition, \$66,000 will be transferred from the Information Technology budget to the Police budget to purchase a police SWAT vehicle.
- 2. Highway Maintenance Fund** to increase by \$79,400 for snow removal funded by state funds.
- 3. School Funds** – see attached School Board Resolutions dated July 8, 2013 and October 28, 2013.

BUDGET IMPACT: The City's budget will increase to allow for the expenditure of grant funds and bond proceeds. In addition, \$19,459 is being requested from unassigned General Fund fund balance.

OPTIONS: Adopt ordinance as presented or amend the ordinance.

RECOMMENDATIONS: Staff recommends the adoption of this ordinance.

**FY 2014 Supplemental Appropriations
General Fund 111**

Description		Account Number		Amount	
				Debit	Credit
<u>February 2014 Supplement (Pending 5/13/2014 Council Action)</u>					
Revenue	Local	111-0000-318	9906		8,400
Revenue	State Asset Forfeiture Funds	111-0000-324	0523		7,500
Revenue	Federal Asset Forfeiture Funds	111-0000-333	0114		90,000
Revenue	Federal Grant	111-0000-333	1011		4,237
Revenue	Bond Proceeds	111-0000-341	0458		18,709,518
Revenue	Bond Premium	111-0000-341	0420		1,481,730
Revenue	Fund Balance/Supplemental Appropriation	111-0000-341	0701		23,459
Total Revenue					\$ - \$ 20,324,845
Expenditure	Information Technology- Police Body Cameras	111-1251-415	6014	(66,000)	
Expenditure	Sheriff	111-2171-420	xxxx	60,000	
Expenditure	Commonwealth Attorney	111-2211-422	6026	26,175	
Expenditure	Police - Vehicle repair & maintenance	111-3111-431	3315	8,400	
Expenditure	Police - Vehicle	111-3111-431	8105	66,000	
Expenditure	Police Grants	111-3172-431	6010	4,237	
Expenditure	Police Assest Forfeiture Funds	111-3172-431	xxxx	15,325	
Expenditure	Zoning & Inspections	111-3421-434	8105	19,459	
Expenditure	Transfer to Schools - Bond Proceeds	111-9311-493	9232	20,000,000	
Expenditure	Bond Issuance Costs	111-9511-495	9125	191,249	
Total Expenditures					\$ 20,324,845 \$ -

DATE: JULY 8, 2013
TO: SCHOOL BOARD MEMBERS
FROM: LINDA MEADOWS
SUBJECT: BUDGET AMENDMENTS

BACKGROUND

The attached resolution will increase the Capital Improvements Fund (CIP) by \$210,000. These funds along with the FY 2014 budget amount of \$490,000 will be used for summer project work.

RECOMMENDATION

It is recommended that the School Board approve the budget amendments as presented.

KEY POINTS

- Will fund summer project work for Quarles Elementary, John Kerr, and Va. Ave/Charlotte DeHart Elementary Schools.
- They will also fund projects at the City Yards for the Transportation Department.
- FY 2014 budget appropriation totaled \$490,000

STRATEGIC PLAN REFERENCE

GOALS

- Effective & Efficient System Management

PRIORITIES

- Provide high-quality and appropriate products, resources, and services that are essential to the success of students and personnel
- Promote efficient use of resources to include efficiency in energy use, hiring, record retention, food services, and transportation service

LAW, POLICY, REGULATION

Section 22 1-94, Section 22 1-115, and Section 15 2-2507 of the State Code and Winchester Public School policy DA-management of Funds.

FISCAL IMPACT

The FY 2014 Capital Improvements fund will increase by \$210,000.

**WINCHESTER PUBLIC SCHOOLS
SCHOOL BOARD RESOLUTION
JULY 8, 2013**

Be it resolved that the Winchester City School Board requests the following budget amendments for fiscal year 2013-2014:

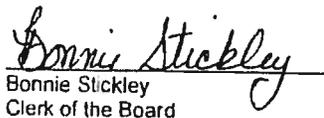
CAPITAL IMPROVEMENTS FUND

INCREASE OF \$210,000 FOR SUMMER PROJECTS. These estimated carryover funds will fund summer project work for the following:

Quarles Elementary	Modulars, building a ramp, carpet and painting
John Kerr Elementary	Architect fees
Va. Ave./Charlotte DeHart Elementary	Building a ramp
City Yards	Paving school bus area
City Yards	Transportation office



Chairman



Bonnie Stickley
Clerk of the Board

Finance\RSI.07 8 13 budget amendments

**WINCHESTER PUBLIC SCHOOLS
SCHOOL BOARD RESOLUTION
OCTOBER 28, 2013**

Be it resolved that the Winchester City School Board requests the following budget amendments for fiscal year 2013-2014:

SCHOOL OPERATING FUND

PROJECT GRADUATION INCREASE OF \$2,721. These reimbursable state funds will target students who have not achieved a verified credit in English, Writing, Reading, and/or Algebra.

CTE STATE EQUIPMENT INCREASE OF \$5,278. These reimbursable state funds will be used for Career-Technical Education (CTE) Equipment and materials.

CTE WORKPLACE READINESS GRANT OF \$688. These reimbursable state funds will provide workplace readiness skills for standard diploma graduates.

HOMELESS INCREASE FOR DONATIONS RECEIVED IN FY 14 OF \$24,299. These donated funds were received in FY 14 from the Chain of Checks Charitable Program and to assist students and families affected by an apartment building fire.

WEF DONATION OF \$2,000. This donation will be used to help fund the StarBase program at Handley High School.

FOOD SERVICES FUND

FRESH FRUIT AND VEGETABLE PROGRAM (FFVP) GRANT INCREASE OF \$60,295. These reimbursable federal funds will be used to provide fresh fruit and vegetable snacks for students at QES and VACDES.

FEDERAL GRANT FUNDS

TITLE I DECREASE OF \$24,133. These carryover reimbursable funds are used for expenses associated with the pre-school program, and the elementary reading programs.

TITLE II, PART A, DECREASE OF \$13,743. These reimbursable funds are used for professional development and class size reduction,

TITLE III INCREASE OF \$20,575. These reimbursable carryover funds will be used for the instruction of LEP Students and translation services.

21ST CENTURY JHHS-GPS GRANT, DECREASE OF \$27,978. These reimbursable funds are used for the 21st century program at Handley High School.

BUDGET AMENDMENTS
OCTOBER 28, 2013

TITLE VIB, INCREASE OF \$40,859. These reimburseable funds are used to help fund Special Education programs.

TITLE VI-B PRESCHOOL, DECREASE OF \$1,431. These reimburseable preschool funds are used for expenses related to the preschool program.

CARL PERKINS GRANT, DECREASE OF \$3,720. These reimburseable funds will increase the career-technical education (CTE) program expenditures.

HOMELESS – PROJECT HOPE GRANT INCREASE OF 8,006. These reimbursable funds will be used for instructional supplies and pupil transportation.

SUMMARY OF FEDERAL GRANT FUNDS

GRANT	ALLOCATION	CARRY OVER	TOTAL	FY14 BUDGET	DIFFERENCE
Title VIB Grant	842,384	71,512	913,718	873,037	40,859
Title VIB Preschool	29,015	0	29,015	30,446	-1,431
21 st CC JHHS-GPS	0	169,993	169,993	197,971	-27,978
Title I Grant	897,051	253,471	1,150,522	1,174,655	-24,133
Carl Perkins Grant	72,927	0	72,927	76,647	-3,720
Homeless Grant	20,000	18,006	38,006	30,000	8,006
Title II Grant	146,735	23,206	169,941	183,684	-13,743
Title III Grant	96,255	33,324	129,579	109,004	20,575
TOTAL	2,104,367	569,512	2,673,701	2,675,444	-1,565

CAPITAL IMPROVEMENTS FUND

CAPITAL IMPROVEMENT FUND INCREASE OF \$1,426,115 . These funds are composed of carryover funds of \$1,326,115 and a state security equipment grant of \$100,000. They will be allocated as follows:

PROJECT	AMOUNT
Facilities	\$ 1,116,000
Technology	\$ 310,115
TOTAL	\$ 1,426,115

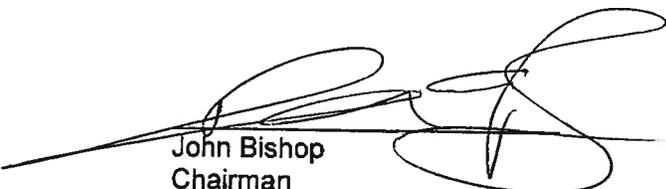
BUDGET AMENDMENTS
OCTOBER 28, 2013

FUND RAISING FUND

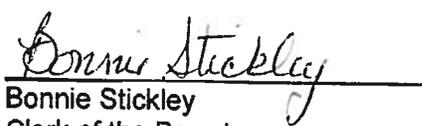
FUND RAISING CARRYOVER OF \$181,235. These are funds remaining from the historic tax credits and Handley donations. These funds will be used for the Handley project.

TEXTBOOK FUNDS

TEXTBOOK FUND CARRYOVER OF \$84,314. These carryover funds will be used to purchase textbooks for all schools.



John Bishop
Chairman



Bonnie Stickley
Clerk of the Board

COMMON COUNCIL



Rouss City Hall
15 North Cameron Street
Winchester, VA 22601
540-667-1815
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AN ORDINANCE TO AUTHORIZE THE ADDITIONAL APPROPRIATION OF FUNDS FOR NECESSARY EXPENDITURES OF THE CITY OF WINCHESTER, VIRGINIA FOR THE FISCAL YEAR ENDING JUNE 30, 2014

WHEREAS, Council approves the following additional funds for the purposes herein specified for the fiscal year ending June 30, 2014:

GENERAL FUND

REVENUE

Local	8,400
State	7,500
Federal	94,237
Bond Proceeds	20,191,249
Fund Balance/Supplemental Appropriation	<u>23,459</u>
TOTAL GENERAL FUND REVENUE	20,324,845

EXPENDITURES

General Government	(66,000)
Judicial Administration	86,175
Public Safety	113,421
Transfers	20,000,000
Community Development	<u>191,249</u>
TOTAL GENERAL FUND EXPENDITURES	20,324,845

HIGHWAY MAINTENANCE FUND

REVENUE

State	<u>79,400</u>
TOTAL HIGHWAY MAINTENANCE REVENUE	79,400

EXPENDITURES

Public Works	<u>79,400</u>
TOTAL HIGHWAY MAINTENANCE EXPENDITURES	79,400

SCHOOL OPERATING FUND

<u>REVENUE</u>	
Local	26,299
State	<u>8,687</u>
TOTAL SCHOOL OPERATING REVENUE	34,986
<u>EXPENDITURES</u>	
Instruction	27,708
Technology	<u>7,278</u>
TOTAL SCHOOL OPERATING EXPENDITURES	34,986

SCHOOL FEDERAL GRANTS FUND

<u>REVENUE</u>	
Federal	<u>(1,565)</u>
TOTAL SCHOOL GRANTS REVENUE	(1,565)
<u>EXPENDITURES</u>	
Instruction	2,155
Technology	<u>(3,720)</u>
TOTAL SCHOOL GRANTS EXPENDITURES	(1,565)

SCHOOL TEXTBOOK FUND

<u>REVENUE</u>	
Fund Balance/Supplemental Appropriation	<u>84,314</u>
TOTAL SCHOOL TEXTBOOK REVENUE	84,314
<u>EXPENDITURES</u>	
Instruction	<u>84,314</u>
TOTAL SCHOOL TEXTBOOK EXPENDITURES	84,314

SCHOOL CAPITAL IMPROVEMENTS FUND

<u>REVENUE</u>	
State	100,000
Fund Balance/Supplemental Appropriation	<u>1,536,115</u>
TOTAL SCHOOL CIP REVENUE	1,636,115
<u>EXPENDITURES</u>	
Facilities	1,116,000
Technology	310,115
Transportation	<u>210,000</u>
TOTAL SCHOOL CIP EXPENDITURES	1,636,115

SCHOOL FUND RAISING FUND

REVENUE

Fund Balance/Supplemental Appropriation	<u>181,235</u>
TOTAL SCHOOL FUND RAISING REVENUE	181,235

EXPENDITURES

Facilities	<u>181,235</u>
TOTAL SCHOOL FUND RAISING EXPENDITURES	181,235

SCHOOL FOOD SERVICES FUND

REVENUE

Federal	<u>60,295</u>
TOTAL SCHOOL FOOD SERVICES REVENUE	60,295

EXPENDITURES

Food Services	<u>60,295</u>
TOTAL SCHOOL FOOD SERVICES EXPENDITURES	60,295

WHEREAS, there is available in the general fund an unencumbered and unappropriated sum sufficient to meet such appropriations, and

WHEREAS, all appropriations shall lapse at the end of the budget year to the extent that they shall not have been expended or lawfully obligated or encumbered, and

WHEREAS, all ordinances and parts of ordinances inconsistent with the provisions of this ordinance are hereby repealed.

NOW THEREFORE BE IT ORDAINED, by the Common Council of the City of Winchester that the additional appropriations specified herein are hereby appropriated for the purposes specified for the fiscal year ending June 30, 2014.

CITY COUNCIL ACTION MEMO

To: Honorable Mayor and Members of City Council
Thru: Dale Iman, City Manager
From: Penny Mathias, Interim Human Resources Director
Date: February 25, 2014
Re: Amendment of CEMS 1.6 – Section C: Part-time Employee Hours

ISSUE:

Under the current CEMS 1.6 – Section C - Non-Classified/ Regular Part-Time & Seasonal Temporary Employees, policy states that part-time employees may work up to 35 hours per week with no restrictions to tenure. The Patient Protection and Affordable Care Act (PPACA) requires that all companies employing 50 or more people to offer health insurance to those working at least 30 hours a week starting in 2015. Those employers that don't comply with PPACA may be liable for fines of as much as \$3,000 per employee. This could have a significant impact to the City's budget if not administered and managed properly.

RELATIONSHIP TO STRATEGIC PLAN:

The City relies on a significant number of part-time employees that help us deliver key services to citizens while minimizing impact to the budget compared to employing full-time staff. While we continue to create a more livable city for all, this key support network of part-time employees needs to be maintained and managed according to policy on established working hours.

BACKGROUND:

The PPACA states that a large employer, 50 or more employees, must provide healthcare coverage for any employee working an average of 30 hours per week. The standard measurement period, "look back period", to determine eligibility is 12 months. Thus, it is important that we implement any policy changes now. Our look back period to be prepared for implementation by July 2015 should be June 2014 through June 2015.

There are different penalties imposed if we do not offer affordable healthcare coverage to employees ranging from \$2,000-\$3,000 per full-time employee less the first 30 employees. A **full time employee** is one who works 130 hours per month or more – roughly 30 hours per week. If an employer doesn't offer full time employees insurance, and if at least one full-time employee receives a federal insurance subsidy in the individual exchange, the business will pay \$2,000 per full-time employee (minus the first 30). *Example: a business with 50 full time employees, two of whom are subsidized, would pay \$40,000 = \$2,000 x (50 – 30).* If an employer offers full-time employees insurance but the plan is not affordable according to the PPACA standards, the employer will pay a \$3,000 fine for any employee who goes through the exchange for insurance.

BUDGET IMPACT:

The budget impact of not amending CEMS to manage the hours worked by part-time employees can greatly increase the cost of benefits for the City. The City pays minimally \$5,076 annually per full-time employee for the employee only health insurance plan.

As of 1/31/14, we have 72 part-time employees on the City's payroll. If all part-time employees were to become eligible for our health plan, the potential budgetary impact of insuring these employees would be \$365,472 annually.

We currently have 11 part-time employees whom in the last 12 months would have qualified for benefits due to the hours requirement per the PPACA.

OPTIONS:

- 1) Reduce hours worked for part-time employees from 35 per week to 28 per week or no more than 1500 hours per year;
- 2) Evaluate number of part-time positions needed by area, convert positions to full-time, and look for contract employee options

RECOMMENDATIONS:

Option 1: Amend CEMS 1.6 – Section C to the following:

Regular Part-Time Employee: An employee may work up to 28 hours per week or 1500 hours per year with no restrictions to tenure.

HR will work with various departments to clarify needs and provide support to ensure a smooth transition for both management and the employee.

COMMON COUNCIL



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A RESOLUTION AMENDING THE COMPREHENSIVE EMPLOYEE MANAGEMENT SYSTEM

WHEREAS, the City of Winchester has adopted a policy regarding the amount of hours that a part-time employee can work per week;

WHEREAS, the Federal Government has adopted the Patient Protection and Affordable Care Act (PPACA), which states that a large employer, 50 or more employees, must provide healthcare coverage for any employee working an average of 30 hours per week;

WHEREAS, the City's Comprehensive Employee Management System (CEMS) states that part-time employees may work 35 hours per week and this could negatively impact the city's budget by requiring us to offer health coverage;

NOW, THEREFORE BE IT RESOLVED, that the Winchester City Council amends CEMS 1.6 Section C to read:

"Regular Part-Time Employee: An employee may work up to 28 hours per week or 1500 hours per year with no restrictions to tenure."

RESOLUTION No. _____

CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

CITY COUNCIL/COMMITTEE MEETING OF: February 25, 2014 CUT OFF DATE: _____

RESOLUTION __ ORDINANCE __ PUBLIC HEARING __

ITEM TITLE: Proposed FY15 Operating Budget for OWRF

STAFF RECOMMENDATION: Approve a motion providing preliminary approval of the proposed FY15 operating budget for the OWRF, subject to adopting the FY15 Appropriations Ordinance.

PUBLIC NOTICE AND HEARING: NA

ADVISORY BOARD RECOMMENDATION: NA

FUNDING DATA: See attached.

INSURANCE: NA

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	<u>BS</u>	_____	<u>2-17-14</u>
2. City Attorney	_____	_____	_____
3. City Manager	<u>[Signature]</u>	_____	<u>2/19/2014</u>
4. Clerk of Council	_____	_____	_____
Initiating Department Director's Signature:	<u>[Signature]</u>	_____	<u>2/17/14</u> Date



APPROVED AS TO FORM: [Signature] 2/19/2014 CITY ATTORNEY

CITY COUNCIL ACTION MEMO

To: Honorable Mayor and Members of City Council
From: Perry Eisenach, Public Services Director
Date: February 25, 2014 (work session)
Re: Proposed FY15 Operating Budget for Opequon Water Reclamation Facility

THE ISSUE: Approval of the proposed FY15 operating budget for the Opequon Water Reclamation Facility (wastewater treatment plant).

RELATIONSHIP TO STRATEGIC PLAN: Develop a High Performing Organization and Create a More Livable City for All.

BACKGROUND: The City of Winchester is responsible for operating the Opequon Water Reclamation Facility (OWRF) as per the 1987 Operations Agreement between the City and the Frederick-Winchester Service Authority (FWSA). This agreement stipulates that FWSA reimburses the City for the actual operating costs.

The proposed FY15 budget is being presented to City Council now and in advance of the remaining City budget so that it can be forwarded to the FWSA at their request to allow them adequate time to adopt their budget and user rates for FY15. Formal approval of the proposed OWRF budget is not being requested at this time. Formal approval of this budget will be part of the entire City FY15 Appropriations Ordinance that will be adopted by Council before the end of June.

BUDGET IMPACT: The proposed operating budget for FY15, as detailed on the attachment, is \$4,158,767. This is a 1.9% increase over the current year budget of \$4,081,400 and is primarily due to anticipated increases in chemical costs and additional laboratory testing requirements.

OPTIONS: Either approve the proposed budget as presented, or make modifications to the proposed budget.

RECOMMENDATIONS: Approve, by motion, the proposed FY15 budget as presented, subject to adopting the Citywide FY15 Appropriations Ordinance later this spring.

**City of Winchester
Proposed Operating Budget for Opequon Water Reclamation Facility (OWRF)
FY 2015**

Draft: 2/17/14

	FY 2012 Actual	FY 2013 Actual	Current FY 2014 Budget	Proposed FY 2015 Budget	Changes from FY 2014	Comments
Personnel						
11-01 Regular Salaries	\$ 746,306	\$ 732,662	\$ 855,571	\$ 850,787	\$ (4,784)	
12-01 Overtime	\$ 99,027	\$ 104,548	\$ 50,000	\$ 50,000	\$ -	
Subtotal - Personnel	\$ 845,333	\$ 837,210	\$ 905,571	\$ 900,787	\$ (4,784)	
Benefits						
21-10 FICA	\$ 62,917	\$ 61,102	\$ 69,680	\$ 66,936	\$ (2,744)	
22-20 VRS-Employer	\$ 92,930	\$ 88,376	\$ 106,261	\$ 101,243	\$ (5,018)	
24-20 Insurance-Employer	\$ 2,270	\$ 8,467	\$ 10,181	\$ 10,125	\$ (56)	
25-25 VA Local Disability Plan				\$ 165	\$ 165	
26-10 SUTA	\$ -	\$ 8,040	\$ -	\$ -	\$ -	
27-20 Worker's Compensation	\$ 17,728	\$ 20,311	\$ 22,970	\$ 18,092	\$ (4,888)	
28-50 Flex Benefits - Admin Fee	\$ 978	\$ 1,265	\$ 1,541	\$ 1,027	\$ (514)	
28-51 Flex Benefits - Employees	\$ 144,112	\$ 127,172	\$ 136,698	\$ 152,510	\$ 15,812	
29-10 VRS Health Insurance Credit	\$ 1,061	\$ 995	\$ 1,198	\$ 1,192	\$ (6)	
Subtotal - Benefits	\$ 321,996	\$ 315,728	\$ 348,529	\$ 351,280	\$ 2,751	
Contractual Services						
31-10 Medical, Dental, Hospital	\$ 4,079	\$ 4,057	\$ 5,000	\$ 5,000	\$ -	
31-70 Other Professional Services	\$ 1,125	\$ 1,260	\$ -	\$ -	\$ -	
31-77 Training/Education	\$ 6,782	\$ 6,380	\$ 5,000	\$ 5,000	\$ -	
32-15 Employment Agencies	\$ 60,338	\$ 88,092	\$ -	\$ -	\$ -	
33-10 Facility Repairs and Maintenance	\$ 293,630	\$ 277,052	\$ 258,000	\$ 301,700	\$ 43,700	Added amount from line item 33-20
33-11 Outside Property Maintenance	\$ 15,360	\$ 2,338	\$ 5,000	\$ 7,500	\$ 2,500	
33-15 Vehicle Repairs and Maintenance	\$ 30,703	\$ 11,520	\$ 30,000	\$ 30,000	\$ -	
33-20 Contracts	\$ 20,784	\$ 8,871	\$ 43,700	\$ -	\$ (43,700)	Moved and added to line item 33-10
33-23 Mowing and Trimming	\$ 17,088	\$ 18,782	\$ 15,000	\$ 19,000	\$ 4,000	
33-25 Computer Hardware/Software	\$ 31,292	\$ 18,781	\$ 15,000	\$ 15,000	\$ -	
35-01 Printing & Binding	\$ -	\$ 541	\$ 500	\$ 1,000	\$ 500	
36-01 Local Media	\$ 1,636	\$ 1,666	\$ 2,000	\$ 2,000	\$ -	
37-01 Laundry and Dry Cleaning	\$ 13,454	\$ 9,258	\$ 4,000	\$ 4,000	\$ -	
38-44 Sanitary Landfill - Disposal Fees	\$ 334,388	\$ 361,062	\$ 410,000	\$ 410,000	\$ -	
39-20 Refuse Service	\$ 16,741	\$ 11,825	\$ 15,000	\$ 15,000	\$ -	
39-22 Lab Services	\$ 21,264	\$ 12,106	\$ 20,000	\$ 42,000	\$ 22,000	Outside lab to complete all testing - DCL5 compliance
Subtotal - Contractual Services	\$ 868,664	\$ 833,591	\$ 828,200	\$ 857,200	\$ 29,000	
Other Operational						

CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

CITY COUNCIL/COMMITTEE MEETING OF: 2.25.2014 **CUT OFF DATE:** 2.18.2014

RESOLUTION x **ORDINANCE** **PUBLIC HEARING**

ITEM TITLE: Adoption of 2014 Winchester Emergency Operations Plan

STAFF RECOMMENDATION: Adopt 2014 Emergency Operations Plan

PUBLIC NOTICE AND HEARING: N/A

ADVISORY BOARD RECOMMENDATION: N/A

FUNDING DATA: No negative impact

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. The Director's initials for approval or disapproval address only the readiness of the issue for Council consideration. This does not address the Director's recommendation for approval or denial of the issue.

<u>DEPARTMENT</u>	<u>INITIALS FOR APPROVAL</u>	<u>INITIALS FOR DISAPPROVAL</u>	<u>DATE</u>
1. _____	_____	_____	_____
2. _____	_____	_____	_____
3. _____	_____	_____	_____
4. _____	_____	_____	_____
5. City Attorney	<i>[Signature]</i>	_____	2/19/2014
6. City Manager	<i>[Signature]</i>	_____	2-18-14
7. Clerk of Council	_____	_____	_____
Initiating Department Director's Signature:	<i>[Signature]</i>	_____	2-18-14 Date



APPROVED AS TO FORM:

[Signature]
2/19/2014
CITY ATTORNEY

CITY COUNCIL ACTION MEMO

To: Honorable Mayor and Members of City Council

From: L. A. Miller, Emergency Management Coordinator

Date: February 15, 2014 Updated 2.26.2014

RE: Adoption of 2014 Emergency Operations Plan



The image shows the official seal of the City of Winchester, Virginia, which is circular and contains a central emblem. To the right of the seal is a handwritten signature in black ink. Below the signature, the words "CITY MANAGER" are printed in a bold, sans-serif font. Underneath the printed text, the date "3-6-14" is handwritten in black ink.

THE ISSUE: Adoption of 2014 edition of the City's Emergency Operations Plan

RELATIONSHIP TO STRATEGIC PLAN: Goal 2 – Develop High Performing Organization; Objectives 2, 4 & 5, Goal 4 – Create a more livable city for all,

BACKGROUND: See Attached

BUDGET IMPACT: No additional fiscal impact

OPTIONS: Emergency Operations Plan – Adopt, do not adopt

RECOMMENDATIONS: Staff recommends City Council adopt the 2014 Edition of the City of Winchester Emergency Operations Plan

STAFF REPORT

Title: Adoption of City of Winchester Emergency Operations Plan 2014 Edition

Background: In accordance with the Emergency Services and Disaster Laws of the Commonwealth of Virginia, Section 44-149.19 – Powers and Duties of Political Subdivisions, paragraph E, each local and interjurisdictional agency shall prepare and keep current a local emergency operations plan for its area. The plan shall include, but not be limited to, responsibilities of all local agencies and shall establish a chain of command. Every four years, each local agency shall conduct a comprehensive review and revisions of its emergency operations plan to ensure that the plan remains current, and the revised plan shall be formally adopted by the locality’s governing body.

Current Situation: The City is presently completing the 4th year of the planning cycle and is presenting to City Council the 2014 Edition of the City of Winchester Emergency Operations Plan.

The 2014 EOP was presented to City Council during their work session of February 25, 2014. Council action identified the EOP would be forwarded and included as an agenda item for the March 11, 2014 Regular Council meeting.

Fiscal and Policy Implications: No fiscal or policy implications are projected with adoption. No action and/or non-adoption would most likely result in loss of current LEMPG grant funding and possible disqualification from other grant opportunities.

Discussion: I would be glad to respond to any questions or comments at this time.

Red Font = Updated Information

**A RESOLUTION TO ADOPT THE CITY OF WINCHESTER
2014 EMERGENCY OPERATIONS PLAN**

WHEREAS, the Common Council of the City of Winchester, Virginia recognizes the need to prepare for, respond to, recover from and mitigate natural and manmade disaster; and

WHEREAS, the City of Winchester has the responsibility to provide for the safety and well being of its citizens and visitors; and

WHEREAS, Winchester has established and appointed a Director and Coordinator of Emergency Management in accordance with statutes of the Commonwealth of Virginia.

NOW THEREFORE BE IT RESOLVED, by the Common Council of Winchester, Virginia officially adopts the City's Emergency Operations Plan as revised; and

IT IS FURTHER RESOLVED AND ORDERED, that the Director of Emergency Management, or his designee, are tasked and authorized to maintain and revise as necessary this document over the next four (4) year period or until such time be ordered to come before Council.

CITY OF WINCHESTER EMERGENCY OPERATIONS PLAN 2014

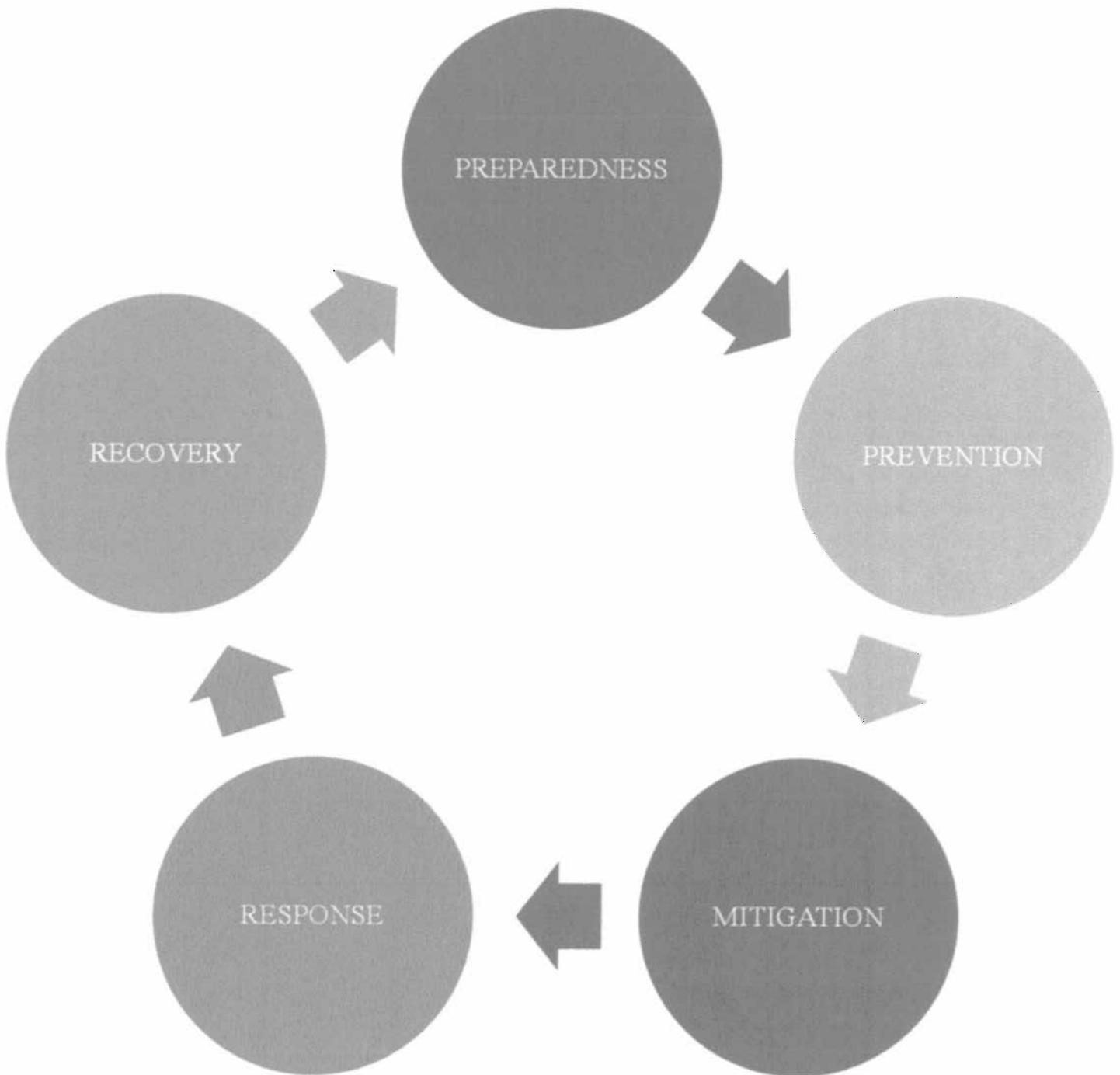


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C. Winter Storm	TBD
D. Severe Weather	TBD
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F. Flood	TBD
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E. Nuclear	TBD
IV. Technological Hazards	TBD
A. Communications Failure	TBD
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Plan Documentation

I. Promulgation Document

Promulgation of the City of Winchester Emergency Operations Plan

By virtue of the authority vested in me as the City Manager/Director of Emergency Management of the City of Winchester ultimately responsible for emergency management for the City of Winchester. I hereby promulgate and issue the Winchester Emergency Operations Plan (“The Plan”) March 11, 2014. The Plan provides for Winchester’s response to emergencies and disasters in order to save lives; to protect public health, safety, and property; to restore essential services; and to enable and assist with economic recovery.

The Plan complies with the Commonwealth of Virginia Emergency Services and Disaster Law of 2008, as amended and is consistent with the National Incident Management System as implemented in the National Response Framework 2013 as revised. This revision includes five (5) documents each addressing one of each preparedness mission area and describing how the whole community works together to achieve the National Preparedness Goal.

The City’s Coordinator of Emergency Management, on behalf of the City Administration, is hereby authorized to activate the Winchester Emergency Operations Center (“EOC”) in order to direct and control emergency operations in the City. Augmentation of the EOC shall constitute implementation of the Plan.

Furthermore, the Winchester Coordinator of Emergency Management is hereby authorized, in coordination with the City’s Administration, to amend the Plan as necessary to ensure the continued health and safety of the residents and property of the City of Winchester.

The Director of each City Department or Agency shall identify them self and preferably two alternates but no less than one alternate from ‘their’ respective department or agency within the plan. Should the department have divisions that have responsibility for specific tasks assigned by The Plan the directors shall appoint individuals responsible to execute the assigned tasks.

This Promulgation rescinds any prior EOP promulgation document issued for the City of Winchester by the City Manager.

This Promulgation shall be effective upon its signing and shall remain in full force and effect until amended or rescinded by future promulgation.

Given under my hand, this _____ day of _____, 2014.

Dale Iman

City Manager/Director of Emergency Management

II. Approval and Implementation

**Resolution
Emergency Operations Plan**

WHEREAS, the Common Council of the City of Winchester, Virginia recognizes the need to prepare for, respond to, recover from and mitigate natural and manmade disasters; and

WHEREAS, Winchester City has a responsibility to provide for the safety and well-being of its citizens and visitors; and

WHEREAS, Winchester has established and appointed a Director and Coordinator of Emergency Management;

NOW, THEREFORE, BE IT RESOLVED by the Common Council of Winchester, Virginia, officially adopts the City’s Emergency Operations Plan as revised; and

BE IT FURTHER RESOLVED AND ORDERED that the Director of Emergency Management, or his designee, is tasked and authorized to maintain and revise, as necessary, this document over the next four (4) year period or until such time be ordered to come before this Council.

President, Winchester Common Council

ATTEST:

Clerk of Council

Adopted this _____ day of _____, 2014

III. Record of Changes

Change Number	Date of Change	Page or Section Changed	Summary of Change	Name of Person Entering Change
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Introduction

CITY OF WINCHESTER DESCRIPTION OF THE EXISTING PATTERN

The City of Winchester is situated in the Shenandoah Valley within the Opequon Creek Watershed which drains directly to the Potomac River instead of the Shenandoah River. The City is predominantly in an area of rolling karst limestone ridges with numerous outcroppings. Interstate 81 borders the City along its eastern boundary where the geology changes from shale to limestone.

Land elevation in the City ranges approximately 300 feet from a low point at the confluence of Town Run and Abrams Creek near Shenandoah University in the east central area of the city to a high point in the extreme northwest area of the City up above the Winchester Medical Center.

Topography, north-south highways and railroads have shaped development into a linear pattern in the 9.2 square mile independent Virginia City. Historically, development began in the basin of Town Run and remained fairly compact for nearly 200 years. Route 11 and the increasing popularity of the automobile began the commercial strips which exist today. Industrial uses are located along the railroads, including a north-south CSX rail line through the entire City, the Winchester and Western rail spur that extends between South Loudoun Street on the east and the west city limits beyond Valley Avenue (US Route 11) to the west, and the rail lines in northern sections of the City near Fairmont Avenue (US Route 522). Interstate 81 has also influenced land use patterns attracting shopping centers near two interchanges leading into the City.

The linear effect has been accentuated in the last 45 years by establishment of numerous commercial uses along Route 11 south, and by construction of industries just inside the portion of the City annexed in 1970 at the southern City limits, as well as both north and south, along the railroads. Most of the newer residential development has tended to locate east, south, and west of the old central City area. Newer subdivisions to the west and south lie inside the present City limits while newer subdivisions to the east lie outside the City and east of I-81 in the Urban Development Area of Frederick County. Outlying residential development is much less dense than that near and within the central City area.

The old central City area was built in the tightly knit urban pattern of the late 18th and early 19th centuries, many historic and architecturally significant buildings and street facades remain. Scattered throughout the area, numerous commercial uses and many residences house more than one business or family. The attractiveness of the central area is also enhanced by Loudoun Street Mall, a pedestrian way extending for about one-third of a mile between Cork Street on the south and Piccadilly Street on the north along the main shopping street also known as Old Town.

The compact and complex land use pattern of the old City extends for about six or seven blocks south of the Mall along Braddock, Loudoun, Cameron and Kent Streets in an area generally referred to as Potato Hill. The compact grid street system also extends to the west along Washington and Stewart Streets as well as longer blocks extending westward up the hillside in the area of the old hospital between Town Run on the north and Handley High School on the south. Finally, the compact grid also includes about 3 blocks to the north of Piccadilly St.

The northeast quadrant of the city is almost fully developed. The area is mostly residential and commercial, including two larger somewhat obsolete shopping centers on Berryville Avenue (VA Route 7). This area includes Virginia Ave-Charlotte DeHart Elementary, one of four public elementary schools, a fire and rescue station, and a neighborhood park.

Near the north central part of the City, existing and former cold storage industries are located along the railroad. National Fruit, makers of Whitehouse brand apple products still operates on a scaled back level. In this north area, almost every type of land use exists with the notable exception of any community facilities (e.g. schools or parks). Immediately north of the downtown, older high and medium density residential uses prevail along Braddock and Loudoun Streets. Industrial and commercial uses adjoin Cameron Street and dominate the area between Wyck Street and Commercial Street including the upper area of Fairmont Avenue where the apple industry is centered. North of this area, residential uses of all types can be found. A somewhat blighted commercial area runs along Loudoun Street north of the industrial area, although reinvestment has been made on some sites.

To the east, Shenandoah University, Jim Barnett Park, Daniel Morgan Middle School and Mount Hebron Cemetery occupy large areas in this quadrant. Older residential neighborhoods extend south along streets connecting to the south side of Cork Street, a busy east-west road connecting Old Town and points to the east, including a large number of Frederick County homes. Near the interchange of US Routes 50/522/17 and I-81 a commercially zoned area has evolved into a major regional shopping hub.

To the west of the historic central area there is a substantial amount of vacant land inside the City, most of it bordered on one or both sides by low-density, single-family residential development. The Amherst corridor has been partially developed with office uses leading to the sprawling Winchester Medical Center at the intersection of Amherst and VA Route 37. Large-acreage public and semi-public facilities, as well as The Museum of the Shenandoah Valley (aka the Glen Burnie Estate), lend a more suburban atmosphere to the west side.

In the northwest area of the City, there is extensive single-family residential development generally known as Whittier Acres. The area extends from Amherst Street to the northern City boundary between the ridge above National Fruit (west side of Route 522) west to the Medical Center. A County Middle School and some low-rise medical office developments on Linden Drive buffer this residential area from the hospital.

In the central and west central area of the City, there are many single-family residential streets, most of the east-west ones connecting to Valley Avenue and extending as far as Handley Avenue on the west and Millwood Avenue on the east. Two of the City's elementary schools are in this area- Quarles Elementary in the south central area and John Kerr Elementary in the west central area on a high area above Handley High School.

Further to the west, and extending southward along the entire western boundary of the City, are the newest residential areas. Most of these areas are single-family homes, although there are numerous townhouses and apartments in the area between Abrams Creek (Jubal Early Drive corridor) and Cedar Creek Grade.

To the south of the central development cluster the land use pattern is mixed. A commercial strip virtually establishes the future character of Valley Avenue from Bellview Avenue to the south City

limits. Industry occupies much of the frontage along the railroads. Between the railroad and the Valley Avenue commercial strip are several residential and industrial developments. There are also several single-family subdivisions west of Valley Avenue. In the area along Cedar Creek Grade office and commercial use is replacing residential use. Along Middle Road, the residential pattern appears well established although a cluster of large and small churches near the City line have greatly changed the agricultural character of this area.

Residential areas in the southerly part of the City have been very isolated from each other due to few interconnecting streets and dependency upon few major street connections especially for those developments along Route 11. Hope Drive together with Tevis Street and Cedarmeade Avenue help create a more contiguous environment. The Frederick Douglass Elementary School helps to create more of a sense of identity for these neighborhoods. The school also provides recreational open space which is severely lacking in the south part of the City except in the east area around Weaver Park and the west areas around Harvest Ridge and Park Place playfields.

In the southeast area of the City, between the railroad and I-81 is a large single-family residential area extending about a half mile along both sides of Papermill Road. This residential area is bordered on the south by the industrial park and on the north by commercially zoned land that has been developed over the past 20 years with big box retail development.

Between the industrial park and the interstate in the extreme southeast is a band of residential developments which includes newer apartment and townhouse development that continued until the zoning was changed to industrial in the 1990's.

Finally, in the extreme southwest area of the City, a large tract of land has been preserved as a Civil War battlefield. The preserved acreage extends out into the adjoining County area. High-end retail has sprung up between the battlefield and the Rubbermaid industrial plant where Route 11 extends out into the County.

The City of Winchester is vulnerable to a variety of hazards such as flash flooding, remnants of hurricanes and tropical depressions, winter storms, tornadoes, hazardous materials incidents, resource shortages and illegal acts or terrorism. To respond effectively to any emergency of a size of complexity beyond routine response systems, it is critical that all Winchester City public officials, departments and agencies, non-government emergency organizations and the public understand their roles and responsibilities. These non-routine responsibilities begin as the incident is recognized and response ensues, and become particularly important as command organizes beyond the initial reactive phase of first responders.

A planned-for and coordinated response on the part of state and local officials in support of in-the-field emergency responders can save lives, protect property, and more quickly restore essential services. The foundation for this coordinated response is established through the City of Winchester Emergency Operations Plan. The "Commonwealth of Virginia Emergency Services and Disaster Laws of 2008 (Coder of Virginia § 44-146.13 to 44-146.29:2) requires that state and local governments develop and maintain current Emergency Operations Plans (EOP) in order to be prepared for such events.

The City of Winchester Emergency Operations Plan (EOP) consists of a basic plan followed by the Emergency Support Functions, Support Annexes, and finally Incident Annexes.

I. Purpose

The purpose of the Basic Plan is to establish the legal and organization basis for operations in the City of Winchester to effectively respond to and recover from all-hazards disasters and/or emergency situations. It assigns broad responsibilities to local government agencies and support organizations for disaster prevention, preparedness, response, and recovery. These responsibilities are generally extensions of normal, day-to-day functions involving the same personnel and material resources. Supporting plans for all hazards disasters set forth the concept and procedures whereby the City of Winchester can effectively apply available resources to insure that casualties and property damage will be minimized and that essential services will be restored as soon as possible following an emergency or disaster situation.

II. Scope and Applicability

The Emergency Operations Plan identifies a range of disasters that could possibly occur in or near the locality. The EOP works to anticipate the needs that the jurisdiction might experience during an incident and provides guidance across city departments, agencies, and response organizations by describing an overall emergency response system:

- How city departments/agencies will be organized during response to an event, including command authorities
- Critical actions and interfaces during response and recovery
- How the interaction between the jurisdiction and regional, state, and federal authorities is managed
- How the interaction between the jurisdiction and its private partner organizations (hospitals, non-government emergency organizations and others) is managed during emergencies
- How to handle and manage needs with the resources available

The plan is applicable to all local agencies that may be requested to provide support.

III. Situation Report

Population:

The April 1, 2010 population count provided by the U.S. Census Bureau totals 26,203 for the City of Winchester and reflects the following demographics:

Size of Household	
Average Age of Resident	35.1
% Population >55 years old	24.9
% Population <18 years old	22.2
% Population with Pets	na
% Population with Special Needs	na

The latest estimate of total City population is the July 1, 2012 provisional population estimate provided by the Weldon Cooper Center for Public Service which indicates a population of 27,208 for the City of Winchester.

Hazard Identification as identified in Northern Shenandoah Valley Hazardous Mitigation Plan 2012:

Hazard Identification and Risk Determination	
Hazard Type	Risk Determination
Natural	
Winter Storm/ Extreme Cold	Significant
Flooding	Moderate
Wildfire	Limited
Drought/Extreme Heat	Limited
High Wind/Hurricane/Tropical Storm	Limited
Tornado/Hail	Limited
Strong Thunder Storm/Wind/Hail/Heavy Rain	Moderate
Earthquake	Limited
Human Caused	
Hazardous Materials Spills	Moderate
Pipelines	Limited
Mass Evacuation from NCR	Limited-Moderate

IV. Incident Management Activities

This plan addresses the full spectrum of activities related to local incident management, including prevention, preparedness, response, mitigation and recovery actions. This plan focuses on those activities that are directly related to an evolving incident or potential incident.

Examples of incident management actions include:

- Increasing public awareness;
- Coordinating protective measures across jurisdictions;
- Increasing countermeasures such as inspections, security, and infrastructure protection;
- Conducting public health assessment and conducting a wide range of prevention measures to include but not limited to immunization;
- Providing immediate and long-term public health and medical response assets;
- Enabling immediate recovery activities, as well as addressing long-term consequences in the impacted area.

V. Key Concepts

A. Systematic and coordinated incident management, including protocols for:

- Incident reporting;
- Coordinated action;
- Alert and Notification;
- Mobilization of resources;
- Operating under differing threats; and
- Integration of crisis and consequence management functions.

B. Proactive notification and deployment of resources in anticipation of or in response to catastrophic events in coordination and collaboration with State, Federal, private entities, and other local governments when possible.

- C. Organizing interagency efforts to minimize damage, restore impacted areas to pre-incident conditions if feasible, and/or implement programs to mitigate vulnerability to future events.
- D. Coordinate incident communication, worker safety and health, private-sector involvement, and other activities that are common to the majority of incidents.
- E. Organizing Emergency Support Functions (ESFs) to facilitate the delivery of critical resources, assets, and assistance. Departments and agencies are assigned to lead and support ESFs based on authorities, resources, and capabilities.
- F. Providing mechanisms for coordination, communications, and information sharing in response to threats or incidents. These mechanisms facilitate coordination between State, Federal, local, and tribal entities of government, as well as between the public and private sectors.
- G. Facilitating support to departments and agencies acting under the requesting department's or agency's own authorities.
- H. Developing detailed supplemental operations, tactical, and hazard-specific contingency plans and procedures.
- I. Providing the basis for coordination of interagency and intergovernmental planning, training, exercising, assessment, coordination, and information exchange.

Planning Assumptions & Considerations

- I. Incidents are typically managed at the lowest possible level of government.
- II. Incident Management activities will be initiated and conducted using the principles contained in the National Incident Management System (NIMS).
- III. The combined expertise and capabilities of government at all levels, the private sector, and nongovernmental organizations will be required to prevent, prepare for, respond to, and recover from disasters.
- IV. Incidents require local government to coordinate operations and/or resources and may:
 - Occur at any time with little or no warning;
 - Require significant information sharing across multiple jurisdictions and between the public and private sectors;
 - Involve single or multiple geographic areas;
 - Have significant impact and/or require resource coordination and/or assistance;
 - Span the spectrum of incident management to include prevention, preparedness, response, and recovery;
 - Involve multiple, highly varied hazards or threats on a local or regional scale;
 - Result in numerous casualties; fatalities; displaced people; property loss; disruption of normal life support systems, essential public services and basic infrastructure; and significant damage to the environment.
 - Attract a sizeable influx of independent, spontaneous volunteers and supplies;
 - Require short notice State and Federal asset coordination;
 - Require prolonged, sustained incident management operations and support activities.
- V. The top priorities for the jurisdiction are to:
 - Save lives and protect the health and safety of the public, responders, and recovery workers;
 - Ensure security of the jurisdiction;
 - Prevent an imminent incident from occurring;
 - Protect and restore critical infrastructure and key resources;
 - Ensure local government continues to function throughout the incident. The City currently does not have a COOP but anticipates completing such for the IT Department during 2014 and utilizing same as a model for other departments.
 - Protect property and mitigate damages and impacts to individuals, communities, and the environment; and
 - Facilitate recovery of individuals, families, businesses, government, and the environment.

Organization and Assignment of Responsibilities

I. Elected Officials

- Protect the lives and property of citizens;
- Establish and support the local emergency management program;
- Appoint the local emergency manager/director; and
- Adopt and promulgate the Emergency Operations Plan (EOP)

II. Director of Emergency Management/City Manager

- Determines the need to evacuate any endangered areas;
- Exercises direction and control from the EOC during disaster operations; and
- Holds overall responsibility for maintaining and updating the plan

The City Manager, serving as the City's Chief Executive, is responsible for the public safety and welfare of the people of the City of Winchester. The City Manager is:

- Responsible for coordinating local resources to address the full spectrum of actions to prevent, prepare for, respond to, and recover from incidents involving all hazards including terrorism, natural disasters, accidents, and other contingencies;
- Dependent upon state and local laws, has extraordinary powers to suspend local laws and ordinances, such as to establish a curfew, direct evacuations, and in coordination with the local health authority, to order a quarantine;
- Responsible for providing leadership and plays a key role in communicating to the public, and in helping people, businesses, and organizations cope with the consequences of any type of incident within the jurisdiction.

City departments and local agencies participate in the Emergency Support Function (ESF) structure as coordinators, primary response agencies, and/or support agencies and/or as required to support incident management activities.

III. Deputy Director

- During absences of the Director of Emergency Management, the Deputy Director assists and assumes duties and responsibilities of the Director as instructed and authorized.

IV. Coordinator of Emergency Management

- Ensures the Local Emergency Operations Center is in a constant state of readiness;
- Develops and maintains the Emergency Operations Plan (EOP)
- Assumes certain duties in the absence of the Director of Emergency Management
- Holds overall responsibility for maintaining and updating the EOP

- Develops training and conducts training programs including but not limited to National Incident Management System (NIMS), EOC Operations, EOP Familiarization and Interpretation, designs and conducts exercises in accordance with Homeland Security Exercise and Evaluation Program (HSEEP)
- Completes and submits reports as required by the Commonwealth and or Federal Governments.
- Researches and applies for grants as authorized
- Assists in the coordination of the Community Emergency Response Team (CERT)
- Coordinates Emergency Management practices and efforts with all City Departments and Agencies
- Functions in a collaborative effort on a regional and state level to facilitate interoperability through a cooperative effort.

V. Deputy Coordinator

- During absences of the Coordinator, the Deputy Coordinator assumes responsibilities of the Coordinator and/or assists and assumes duties and responsibilities of the Coordinator as directed and authorized.
- Assists in ensuring the Local Emergency Operations Center (EOC) is in a constant state of readiness and assists in the establishment of the EOC when required.
- Assists in the development and maintenance of the Emergency Operations Plan (EOP)
- Assists in the coordination of training, exercises and outreach programs.
- Assumes and/or assists any of the duties and responsibilities assigned to the Coordinator
-

VI. City Government Departments and Local Agencies

- Develop and maintain detailed plans and standard operating procedures (SOPs);
- Identify sources of emergency supplies, equipment and transportation;
- Negotiate and maintain mutual aid agreements which are identified in the plan;
- Maintain records of disaster related expenditures and appropriate documentation;
- Protect and preserve records essential for the continuity of government; and
- Establish and maintain a line of succession of key emergency personnel.

VII. Emergency Support Functions

The Emergency Support Function is a grouping of government and certain private-sector capabilities into an organizational structure to provide support, resources, program implementation, and emergency services that are most likely to be needed during incidents.

Each ESF is composed of primary and support agencies. The jurisdiction identifies primary agencies on the basis of authorities, resources, and capabilities. Support agencies are assigned based on resources and capabilities in a given functional area. (Appendix 6 - Matrix of Responsibilities). The scope of each ESF is summarized in Tab 2 of this section. ESFs are expected to support one another in carrying out their respective roles and responsibilities. Additional discussions on roles and responsibilities of ESF coordinators, primary agencies, and support agencies can be found in the introduction of the ESF annexes.

Note that not all incidents result in the activation of the ESFs. It is possible an incident may be addressed without activating the ESFs. The ESFs:

- Develop and maintain detailed plans and Standard Operating Procedures (SOPs) to support their functional requirements;
- Identify sources of emergency supplies, equipment and transportation;
- Maintain accurate records of disaster-related expenditure and documentation;
- Continue to be responsible for protection and preservation of records essential for the continuity of government; and
- Establish a line of succession for key emergency personnel

VIII. Citizen Involvement

Strong partnerships with citizens groups and organizations provide support for incident management prevention, preparedness, response, recovery and mitigation.

The Citizen Corps brings these groups together and focuses efforts of individuals through education, training and volunteer services to help make communities safer, stronger and better prepared to address all-hazards incidents. The Citizen Corps works through a national network of state and local Citizen Corp Councils, which bring together leaders from law enforcement, fire, emergency medical and other emergency management volunteer organizations, local elected officials, the private sector, and other community stakeholders.

The Citizen Corps Council implements volunteer organizations:

- Community Emergency Response Teams (CERT)
- Medical Reserve Corps (MRC)
- Neighborhood Watch
- Volunteers in Police Service (VIPS)
- Fire Corps

The City of Winchester in conjunction with Frederick County has one (1) CERT team, with approximately forty-five (45) volunteers available to assist with emergency preparedness, response, mitigation and recovery activities.

The Winchester Police Department has a Volunteer in Police Services (VIPS). It has approximately forty (40) volunteers available to assist with emergency preparedness, response, mitigation and recovery activities.

The Medical Reserve Corps (MRC) is authorized and functions under the authority of the Virginia Department of Health, Lord Fairfax Region. The MRC has approximately 97 members available to assist with emergency preparedness, response, recovery and mitigation.

IX. Non-governmental and Volunteer Organizations

Non-governmental organizations collaborate with first responders, governments at all levels, and other agencies and organizations providing relief services to sustain life, reduce physical and emotional

distress and promote recovery of disaster victims when assistance is not available from other sources. These resources when available will be integrated into city operations, and will be incorporated into an

ESF to support critical functions as best suited by their skill set. For example, the American Red Cross Chapter provides relief at the local level and also provides staffing of ESF #6-Mass Care. The Virginia Voluntary Organizations Active in

Disaster (VOAD) is a group of recognized local, state, and national organizations that provide disaster relief. VOAD provides significant capabilities to incident management and response efforts. The City is currently attempting to coordinate with the other jurisdictions within the planning district to establish a Regional VOAD. The jurisdictions included in this effort are the counties of Clarke, Frederick, Page, Shenandoah, Warren and the City of Winchester.

It is the vision of the City to coordinate with various Non-governmental and volunteer organizations and develop an Emergency Management Planning Group through which planning efforts can be expanded to include the insight, needs and resources of these organizations in the planning efforts.

Local Disaster Recovery Task Forces is another resource available to provide assistance to individuals, families, and businesses who have applied for available state and federal assistance but who may still have unmet needs.

X. Private Sector

The private sector may take on many different roles, which could include:

- Private owners of critical infrastructure (either a facility that could be impacted by a disaster or used as a resource;
- A response organization (e.g. private ambulance services, environmental clean-up services);
- A regulated or responsible party: owner operators of certain regulated facilities may have responsibility under law to prepare for and prevent incidents from occurring; or
- A local emergency organization member.

The private sector has the responsibility to:

- Plan for personal and business disaster preparedness, mitigation, response and recovery;
- Have knowledge of local emergency response plans and procedures; and
- Implement protective actions as requested or required by the Emergency Manager.

Primary and support agencies coordinate with the private sector to effectively share information, form courses of action, and incorporate available resources to prevent, prepare for, respond to, and recover from disasters.

The roles, responsibilities and participation of the private sector during a disaster vary based on the nature of the organization and the type and impact of the disaster. The roles of the private sector organizations are summarized below. It is the vision of the City to coordinate with various private sector organizations and develop an Emergency Management Planning Group through which planning efforts can be expanded to include the insight, needs and resources of these organizations in the planning efforts.

Type of Organization	Role
Impacted Organization or Infrastructure	Private sector organizations may be affected by direct or indirect consequences of the incident, including privately owned critical infrastructure, key resources, and those main private sector organizations that are significant to local economic recovery. Examples of privately owned infrastructure include transportation, telecommunications, private utilities, financial institutions, and medical facilities.
Response Resource	Private sector organizations provide response resources (donated or compensated) during an incident-including specialized teams, equipment, and advanced technologies-through local public-private emergency plans, mutual aid agreements, or incident specific requests from local government and private sector volunteered initiatives.
Regulated and/or Responsible Party	Owners/operators of certain regulated facilities of hazardous operations may bear responsibilities under the law for preparing for and preventing incidents from occurring, and responding to an incident once it occurs.
Local Emergency Organization Member	Private sector organizations may serve as an active partner in local emergency preparedness and response organizations and activities, such as membership on the Local Emergency Planning Committee (LEPC).

Private sector organizations support emergency management by sharing information with the local government, identifying risks, performing vulnerability assessments, developing emergency response and business continuity plans, enhancing their overall readiness, implementing appropriate prevention and protection programs, and donating or otherwise providing goods and services through contractual arrangement or government purchases to assist in response and recovery activities.

Private sector organizations are encouraged to develop and maintain capabilities to respond and to manage a complete spectrum on incidents and emergencies. The City of Winchester maintains ongoing interaction with the critical infrastructure and key resources and industries to provide coordination of prevention, preparedness, response and recovery activities. Private sector representatives should be included in planning and exercises.

Concept of Operations

I. General

This section describes the local coordination structures, processes, and protocols employed to manage incidents. These coordination structures and processes are designed to enable execution of the responsibilities of local government through the appropriate departments and agencies, and to integrate State, Federal, nongovernmental organizations and private sector efforts into a comprehensive approach to incident management.

- A. *The Commonwealth of Virginia Emergency Services and Disaster Law of 2000*, as amended, provides that emergency services organizations and operations will be structured around existing constitutional government. The City of Winchester’s organization for emergency operations consists of existing government departments, nongovernmental, and private sector emergency response organizations.

- B. The Director of Emergency Management is the City Manager and the Deputy Director is the Assistant City Manager. The day-to-day activities of the emergency preparedness program have been delegated to the Coordinator of Emergency Management. The Director, in conjunction with the Coordinator of Emergency Management, will direct and control emergency operations in time of emergency and issue directives to other services and organizations concerning disaster preparedness. The City Manager's Office, in collaboration with the Public Information Officer (PIO) is responsible for emergency public information.
- C. The Coordinator of Emergency Management, assisted by the Deputy Coordinator and various department heads, will develop and maintain a primary Emergency Operations Center (EOC) from which to direct operations in time of emergency. The primary EOC is currently located in the Timbrook Public Safety Center, at 231 E. Piccadilly Street in Winchester, Virginia. The alternate EOC facility is located in the Mobile Command Unit which may be located at any safe location within or outside the city.
- D. The day-to-day activities of the emergency management program, for which the Coordinator of Emergency Management is responsible, includes developing and maintaining an Emergency Operations Plan, maintaining the City of Winchester's EOC in a constant state of readiness, and other responsibilities as outlined in local and state regulations in addition to those identified previously in this document and/or within the position's job description.
- E. The Director of Emergency Management or, in his absence, the Deputy Director, and/or Coordinator, Deputy Coordinator of Emergency Management in collaboration with the appropriate staff positions through a system of Unified Command will determine the need to evacuate large areas and will issue orders for evacuations or other protective action as needed. The Winchester Police Department in coordination with other departments and/or agencies will implement evacuation and provide security for the evacuated area. In the event of a hazardous materials incident the Winchester Fire and Rescue Department, through the on-scene commander, will implement immediate protective action to include but may not be limited to evacuation.
- F. Succession to the Director of Emergency Management will be the Deputy Director, the Coordinator of Emergency Management, and the Deputy Coordinator(s) of Emergency Management, respectively.
- G. The Coordinator of Emergency Management, assisted by the Deputy Coordinator(s), will assure compatibility between Winchester's Emergency Operations Plan and the plans and procedures of key facilities and private organizations within the city as appropriate.
- H. Winchester must be prepared to bear the initial impact of a disaster on its own. Help may not be immediately available from the state or federal government after a natural or man-made disaster. All appropriate locally available forces and resources will be fully committed before requesting assistance from the state. Requests for Assistance (RFAs) will be made through the Virginia Emergency Operations Center (VEOC) to the State Coordinator through WebEOC or other designated means.
- I. The Director of Emergency Management or, in his absence, the Deputy Director, Coordinator or Deputy Coordinator of Emergency Management, with support from designated local officials, will exercise direction and control from the EOC during disaster operations. The EOC may be partially or fully staffed depending on type and scope of the disaster. The EOC will provide logistical and administrative support to response personnel deployed to the disaster site(s). Available warning time will be used to implement increased readiness measures, which will insure maximum protection of the population, property, and supplies from the effects of threatened disasters.
- J. The heads of operating agencies will develop and maintain detailed plans and standard operating procedures necessary for their departments to effectively accomplish their assigned tasks through the appropriate ESF. Department and agency heads will identify sources from which emergency

supplies, equipment, and transportation may be obtained promptly when required. Accurate records of disaster-related expenditures will be maintained in accordance with policies and procedures established by the Finance Director or designee. All disaster-related expenditures will be documented to provide a basis for reimbursement if federal disaster assistance is needed. In time of emergency, the heads of city offices, departments, and agencies will continue to be responsible for the protection and preservation of records essential for the continuity of government operations. Department and agency heads in coordination with the Coordinator of Emergency Management will establish a line of succession of key emergency personnel.

- K. Day-to-day functions that do not contribute directly to the emergency operation may be suspended for the duration of any emergency. Efforts that would normally be required of those functions will be directed to accomplish the emergency task by the agency(ies) concerned.
- L. Declaration of a Local Emergency
1. The Winchester City Council, by resolution, should declare an emergency to exist whenever the threat or actual occurrence of a disaster is, or threatens to be, of sufficient severity and magnitude to require significant expenditures and a coordinated response in order to prevent or alleviate loss of life, injuries, property damage, financial loss, hardship, or suffering.
 2. A local emergency may be declared by the Director of Emergency Management or designee in the Director's absence with the consent of the Winchester City Council (see Section 44-146.21, Virginia Emergency Services and Disaster Law). The declaration of a local emergency activates the Emergency Operations Plan and authorizes the provision of aid and assistance there under. It should be declared when a coordinated response among several local agencies/organizations must be directed or when it becomes necessary to incur substantial financial obligations in order to protect the health and safety of persons and property or to provide assistance to the victims of a disaster.
 3. A declaration of a local emergency activates the response and recovery programs of all applicable local and inter-jurisdictional Emergency Operations Plans and authorizes the furnishing of aid and assistance in accordance with those plans. In the event the Winchester City Council cannot convene due to the disaster, the Director of Emergency Management, or any other Emergency Management staff in his absence, may declare a local emergency to exist subject to confirmation of the Winchester City Council at its next regularly scheduled meeting or at a special meeting within fourteen (14) days of the declaration, whichever occurs first.. The Director of Emergency Management or, in his absence, the Deputy Director, Coordinator or Deputy Coordinator will advise the Virginia EOC immediately following the declaration of a local emergency. All disaster-related expenditures must be documented in order to be eligible for post-disaster reimbursement should a federal disaster be declared.
 4. Notification of a local emergency declaration will occur to either the Virginia Department of Emergency Management, Virginia Emergency Operations Center (VDEM VEOC) or directly to the Regional Coordinator. This is standard during emergency situations when the VEOC is not activated or when the event is no notice and not impacting all or part of the Commonwealth. When the VEOC is activated, submission of a Situation Report that reflects activation status and that a local emergency has been declared is sufficient.
- M. The Virginia Emergency Operations Plan (VEOP) requires the submission of the following reports by the local government in time of emergency. These reports are available using the online Emergency Operations Center (EOC), WebEOC.
- Daily Situation Report
 - Initial Damage Assessment Report
 - Request for Assistance Form
- N. Support by military units may be requested through the Virginia Emergency Operations Center (VEOC). Military forces, when made available, will support and assist local forces and may

- receive from the local Director of Emergency Management or his designated representative, mission-type requests, to include objectives, priorities, and other information necessary to accomplish missions.
- O. Emergency assistance may be made available from neighboring jurisdictions in accordance with local mutual aid agreements or the Statewide Mutual Aid (SMA) agreement. Emergency forces may be sent from Winchester to assist adjoining jurisdictions. Such assistance will be in accordance with existing mutual aid agreements or, in the absence of official agreements, directed by the Director of Emergency Management or, in his absence, the Deputy Director, Coordinator of Emergency Management or Deputy Coordinator determines such assistance is necessary and feasible.
 - P. The City of Winchester Director of Emergency Management, Deputy Director, Coordinator of Emergency Management, Deputy Coordinator and the Department of Social Services will assist disaster victims in obtaining post-disaster assistance, such as temporary housing and low-interest loans.
 - Q. This plan is effective as a basis for training and pre-disaster preparedness upon receipt. It is effective for execution when:
 1. Any disaster threatens or occurs in Winchester, and a local disaster is declared under the provisions of Section 44-146.21, the Commonwealth of Virginia Emergency Services and Disaster Law of 2000, as amended.
 2. A State of Emergency is declared by the Governor.
 - R. The Director of Emergency Management, assisted by the Deputy Director, Coordinator and Deputy Coordinator(s) of Emergency Management, has overall responsibility for maintaining and updating this plan. It should be updated, improved based on lessons learned, and republished following an actual or threatened emergency situation. In the absence of such a situation, it should be updated annually, preferably after a training exercise or drill, as needed. The Coordinator will have the EOP readopted every four (4) years. The Virginia Department of Emergency Management provides guidance and assistance. A plan distribution list must be maintained. Responsible individuals and officials should recommend to the Director, Deputy Director, Coordinator, and Deputy Coordinator of Emergency Management appropriate improvements and changes as needed based on experiences in emergencies, deficiencies identified through drills and exercises, and changes in government structure.

II. Concurrent Implementation of Other Plans

Winchester's Emergency Operations Plan is the core plan for managing incidents and details Winchester's coordinating structures and processes used during incidents. Other supplemental agency and interagency plans provide details on the authorities, response protocols, and technical guidance for responding to and managing specific contingency situations (such as hazardous materials spills, etc.). In many cases the local agencies manage incidents under these plans using their own authorities. These supplemental agency or interagency plans may be implemented concurrently with the Emergency Operations Plan (EOP) but are subordinate to the overarching core coordination structures, processes, and protocols detailed in the EOP.

III. Organizational Structure

In accordance with the National Incident Management System (NIMS) program, resource and policy issues are addressed at the lowest possible organizational level. If issues cannot be resolved at that level, they are forwarded up to the next level. Reflecting the NIMS program and in alignment with the

National Response Framework, the Emergency Operations Plan includes the following command and coordination structures:

- Incident Commander (IC), on-scene individual responsible for the coordination and operations of the incident.
- Incident Command Post(s) (ICP), on-scene using the Incident Command System;
- Unified Command (UC)
- Area Command (AC) (if needed);
- Emergency Operations Center; (EOC)
- Joint Field Office, (JFO) which is responsible for coordinating Federal assistance and supporting incident management activities locally;
- Local Department of Emergency Management;
- Director of Emergency Management /Deputy Director;
- Coordinator of Emergency Management/Deputy Coordinator; and

Operational Charts identifying the organizational structure for the Winchester Department of Emergency Management, Emergency Operations Center, and On-Scene Organization may be located in Appendix 5.

Incident Management Actions

I. Sequence of Actions

This section describes incident management actions ranging from initial threat notifications to early coordination efforts to assess and disrupt the threat, to preparatory activation of the ESF structure, to deployment of resources in support of incident response and recovery operations. These actions do not necessarily occur in sequential order; many may be undertaken concurrently in response to single or multiple threats or incidents.

II. Notification and Assessment

Local and nongovernmental organizations report threats, incidents, and potential incidents using established communications and reporting channels. Once a threat or incident has occurred, the City of Winchester, through the Director of Emergency Management, or his designee makes an initial determination to initiate the coordination of information-sharing and incident management activities.

III. Non-Emergency/Normal Operations

These are actions that are implemented during non-emergency or *non*-disaster periods that will prepare the locality for potential emergency response if necessary.

1. Public information and educational materials will be provided to the public via municipal newsletter, brochures, publications, directories, municipal web-sites, social media and other media.
2. Develop, review and exercise emergency operations plans and standard operating procedures.
3. Assure the viability and accuracy of emergency contact lists, resource lists and emergency contracts.
4. Update, review, and maintain the Emergency Operations Plan (EOP).

IV. Reporting Requirements

Winchester's Emergency Management organization is required to report a Declaration of Emergency to the Virginia EOC (VEOC) and encouraged to report all incidents of significance to the VEOC. In most situations, incident information is reported using existing mechanisms to the VEOC. This information may include:

- Implementation of an incident management or emergency response plan or action to prevent, respond to, or recover from an incident; and
- Activation of local and/or state mutual-aid agreements in response to incidents resulting in emergency proclamation or declarations, or requiring Federal assistance.

V. Dissemination of Warnings and Bulletins

Watches, warnings, and other emergency bulletins are issued by various agencies based on their statutory missions and authorities. Information and dissemination of public information can be found in the Public Affairs Support Annex and ESF #15. A variety of communications systems may be used at the Federal level to disseminate information, such as:

- National Warning System (NAWAS): NAWAS is the primary system for emergency communications from the Federal Government to both state and local warning points;
- Washington Area Warning System (WAWAS): Although not directly tied to the NAWAS circuits, WAWAS is a mechanism for providing emergency communications to Washington, D.C. area officials in the event of an emergency;
- National Emergency Alert System (National EAS): Formerly known as the Emergency Broadcast System, the National EAS is a nationwide network of readily available and reliable means to communicate emergency information to the American people; and
- State and Local EAS: State and local authorities have their own EAS which may be used to broadcast information on major disasters or emergencies.
 - City of Winchester “Reverse Calling System”
 - Local Audio and Visual Media

VI. Pre-Incident Actions

These are actions that are implemented if the Emergency Manager receives notice of a potential emergency from the federal Homeland Security Advisory System, National Weather Service watches and warning and other reliable sources.

Actions:

- Communication alert & warning;
- Public Health and Safety;
- Responder Health and Safety;
- Property protection;
- Possible partial activation of the EOC;
- Brief the local governing body of the impending situation;
- Alert emergency response personnel and develop a staffing pattern; and
- Determine any protective action measures that need to be implemented in preparation for the situation.

The majority of initial actions in the threat or hazard area is taken by first responders and local government authorities, and includes efforts to protect the public and minimize damage to property as follows:

- **Public Health and Safety:** Initial Safety efforts focus on actions to detect, prevent, or reduce the impact to public health and safety. Such actions can include environmental analysis, plume modeling, evacuations, emergency sheltering, air monitoring, decontamination, emerging infectious disease tracking, emergency broadcasts, etc. These efforts may also include public health education; site and public health surveillance and testing procedures; and immunizations; prophylaxis, and isolation or quarantine for biological threats.

- **Responder Health and Safety**: The safety and health of responders is also a priority. Actions essential to limit their risks include full integration of deployed health and safety assets and expertise; risk assessments based upon timely and accurate data, and situational awareness that considers responder and recovery worker safety.
- **Property and Environment**: Responders may also take incident management actions to protect public and private property and the environment. Such actions may include sandbagging in anticipation of a flood, or booming of environmentally sensitive areas in response to a potential oil spill.
- **Partial Activation of EOC**
Brief Local Governing Body of Impending Situation
Alert Emergency Response Personnel and Develop a Staffing Pattern
Determine protective action measures in preparation for the situation

VII. Response Actions

Once an incident occurs, the priorities shift from prevention, preparedness, and incident mitigation to immediate and short-term response activities to preserve life, property, the environment, and the social, economic, and political structure of the community.

Response actions include immediate law enforcement, fire, emergency medical services; evacuations; transportation system detours; emergency public information; actions taken to minimize additional damage; urban search and rescue; the provision of public health and medical services, food, ice, water, and other emergency essentials; debris clearance; the emergency restoration of critical infrastructure; control, containment, and removal of environmental contamination; and protection of responder health and safety.

In the context of a single incident, once immediate response missions and life-saving activities conclude, the emphasis shifts from response to recovery operations, and if applicable, hazard mitigation. The Planning Section of the ICS structure develops a demobilization plan for the release of appropriate resources. Additional measures to consider at this point are:

- Daily government functions that do not contribute directly to the emergency and may be suspended for the duration of the emergency
- What resources and energies may be redirected to the response?
- Implementations of evacuation orders as needed
- Public and staff shelter(s) as needed

VIII. Recovery Actions

Recovery involves actions needed to help individuals and communities return to normal when feasible. The Joint Field Office (JFO) is the central coordination point among Federal, State, and Local agencies and voluntary organizations for delivery recovery assistance programs.

The JFO Operations Section includes the Human Services Branch, the Infrastructure Support Branch, and the Community Recovery and Mitigation Branch. The Human Services and Infrastructure Support Branches assess state and local recovery needs at the outset of an incident and develop relevant timeframes for program delivery. The Community Recovery and Mitigation Branch works with the other Operations branches and state and local officials to assess the long-term impacts of an

incident, define available resources, and facilitate the development of a course of action to most efficiently apply available resources, to restore and revitalize the community as well as to reduce the impact from future disasters.

The above branches coordinate with one another to identify appropriate agency assistance programs to meet applicant needs. Hazard Mitigation measures are identified in concert with congressionally mandated, locally developed, plans. Hazard Mitigation Risk Analysis; technical assistance to state and local governments, citizens, and businesses, and grant assistance are included with the mitigation framework. These branches work in tandem to track overall progress of the recovery effort, particularly noting potential program deficiencies and problem areas.

Long-term environmental recovery may include cleanup and restoration of public facilities, businesses, residences; re-establishment of habitats and prevention of subsequent damage to natural resources; protection of cultural or archeological sites; and protection of natural, cultural, and historical resources from intentional damage during other recovery operations.

- Within 72 hours of impact, complete an Initial Damage Assessment and submit to the VEOC
- Assess local infrastructure and determine viability for re-entry of residents.
- Begin immediate repairs to electric, water, phone, natural gas, sanitary sewer lines and other services that are necessary and vital to the overall recovery effort.

IX. Mitigation Actions

These actions are completed to reduce or eliminate long-term risk to people and property from hazards and their side effects. The JFO may be the central coordination point among Federal, State and Local agencies and nongovernmental organizations (NGO) for beginning the process that leads to the delivery of mitigation assistance programs.

The JFO’s Community Recovery and Mitigation Branch are responsible for coordinating the delivery of all mitigation programs within the affected area, including hazard mitigation for:

- Grant programs for loss reduction measures (if available);
 - Delivery of loss reduction building-science expertise;
 - Coordination of Federal Flood insurance operations and integration of mitigation with program efforts;
 - Conducting flood recovery mapping to permit expedited and accurate implementation of both recovery and mitigation programs;
 - Predictive modeling to protect critical assets;
 - Early documentation of losses avoided due to previous hazard mitigation measures; and
 - Community education and outreach necessary to foster loss reduction.
1. Review the All-Hazard Mitigation Plan and update as necessary any mitigation actions that could be of assistance in preventing similar impacts of a future disaster.
 2. Work with the Virginia Department of Emergency Management Mitigation Program to develop mitigation grant projects to assist in areas most at risk.
 3. Implement mitigation measures in the rebuilding of infrastructure damaged in the event.

The Community Recovery and Mitigation Branch works with the Infrastructure and Human Services Branches and with state and local officials to facilitate the development of a long-term recovery strategy for the impacted area.

X. Activation of the Emergency Operations Center (EOC)

The Director, Deputy Director, Coordinator, or Deputy Coordinator of Emergency Management or designee may activate the EOC if the following conditions exist:

- There is an imminent threat to public safety or health on a large scale;
- An extensive multiagency/jurisdiction response and coordination will be required to resolve or recover from the emergency or disaster event;
- The disaster affects multiple political subdivisions within jurisdictions that rely on the same resources to resolve major emergency events; and/or
- The local emergency ordinances are implemented to control the major emergency or disaster event.

Availability of staff and operational needs may allow or require positions to be combined, or positions to not be filed (responsibilities held by the next higher position).

Communication, Alert and Warning will be provided to the public via the Emergency Alert System (EAS), Reverse Calling System, Social Media or other available media..

XI. Administration, Finance and Logistics

All assets (human resources, facility and equipment resources) of the community will become the purview of the City Manager/Director of Emergency Management in any way to respond to an emergency.

The City Manager may designate this authority to his designee or the Deputy Director, Coordinator, or Deputy Coordinator of Emergency Management as written in a formal Delegation of Authority statement on file.

During declared emergencies, normal procurement policies may be negated and emergency procurement procedures implemented for the period of the emergency.

Tracking and record-keeping procedures will be put in place to assure all emergency costs are easily identified. These items are thoroughly discussed in the ESF #5 Emergency Support Function Annex Tab 1.

On-going Plan Management and Maintenance

I. Plan Development and Maintenance

The City of Winchester shall conduct a comprehensive plan review and revision, and exercise prior to formal adoption by the Winchester City Council every four (4) years in order to maintain plan currency. It is also suggested that plans be updated and reviewed following a training exercise.

- *The Virginia Emergency Services and Disaster Law of 2000*, as amended, requires that each city and county prepare and keep current an emergency operations plan.
- The Coordinator of Emergency Management will update the Emergency Operations Plan annually. The Coordinator will coordinate with each emergency resource organization and assure the development and maintenance of an appropriate emergency response capability.

In the event an incident exceeds Winchester's emergency response capabilities, outside assistance is available, either through mutual support agreements with nearby jurisdictions, Statewide Mutual Aid and volunteer emergency organizations or, through the Virginia Emergency Operations Center (VEOC). A local emergency must be declared and local resources must be fully committed before state and federal assistance is requested.

II. Coordination

Drafting an emergency plan is a whole community effort and relies heavily on the City administrators and experts to provide comprehensive guidance on hazard analysis, exercise design, evacuation planning, emergency management, mitigation, recovery, emergency preparedness, and educational awareness.

Example of plan participants:

- Coordinator of Emergency Management
- Public Works
- Representatives from internal groups:
 - Department of Finance
 - Department of Human Resources
 - Department of Purchasing
 - Police Department
 - Fire & Rescue Department
 - Sheriff's Department
 - Social Services Department
 - Inspections Department
 - Utilities Department
 - Student Organizations???
- Representatives from external groups:
 - Valley Health Systems
 - Red Cross
 - Salvation Army
 - Regional VOAD

The Coordinator of Emergency Management will review/update the Emergency Operations Plan annually. The Coordinator will coordinate with each emergency resource organization and assure the development and maintenance of an appropriate emergency response capability.

It is the responsibility of the Coordinator of Emergency Management to assure that the plan is tested and exercised on a scheduled basis.

It is planned that an exercise of portion of the plan will be held quarterly.

A table top exercise of the plan will be conducted semi-annually; and a full-scale exercise will be conducted annually or as feasible.

The Coordinator will maintain the schedule and assure that the appropriate resources are available to complete these activities.

After each exercise, or actual event, an after-action review will take place. Any findings from these post-event reviews will be incorporated into an update of the plan.

III. Exercise and Training

Trained and knowledgeable personnel are essential for the prompt and proper execution of the City's Emergency Operations Plan and sub-plans. The Director of Emergency Management will ensure that all response personnel have a thorough understanding of their assigned responsibilities in a disaster or emergency situation, as well as how their role and responsibilities interface with the other response components of the Winchester Emergency Operations Plan. All personnel will be provided with the necessary training to execute those responsibilities in an effective and responsible manner.

The Emergency Management Coordinator (EMC) is responsible for the development, administration, and maintenance of a comprehensive training and exercise program customized to the need of the City. This program will be comprised of a general, core, functionally specific, as well as on-going refresher training programs designed to attain and sustain an acceptable level of emergency preparedness for the City. This plan will include but will not be limited to that training mandated through the National Incident Management System (NIMS) program.

Training will be based on federal and state guidance. Instructors will be selected from City government officials and staff, state and federal government, private industry, the military, and volunteer groups trained in emergency management and response. All Training and exercises conducted in the City will be documented. Training needs will be identified and records maintained for all personnel assigned emergency response duties in a disaster.

The EMC will develop, plan, and conduct table top, functional and/or full-scale exercises annually. These exercise will be designed to not only test the City's Emergency Operations Plan and sub-plans, but to train all appropriate officials, emergency response personnel, City employees, and improve the overall emergency response organization and capability of the City. Quasi-public and volunteer groups and/or agencies will be encouraged to participate. Deficiencies identified by the exercise will be addressed immediately.

Appendix 1-Glossary of Key Terms

Amateur Radio Emergency Services (ARES)

A public service organization of licensed amateur radio operators who have voluntarily registered their qualifications and equipment to provide emergency communications for public service events as needed.

American Red Cross

An organization charged by statute and agreements with the responsibility of helping meet the human needs of disaster victims.

Command Section

One of the five functional areas of the Incident Command System. The function of command is to direct, control, or order resources, including people and equipment, to the best possible advantage.

Command Post

That location at which primary Command functions are executed; may be co-located with the Incident Base. Also referred to as the Incident Command Post.

Comprehensive Resource Management

Maximizes the use of available resources, consolidates like resources and reduces the communications load on the Incident Command Operation.

Coordination

The process of systematically analyzing a situation, developing relevant information, and informing appropriate personnel of viable alternatives for selection of the most effective combination of available resources to meet specific objectives.

Declaration of Emergency

Whenever, in the opinion of the Governor, the safety and welfare of the people of the state require the exercise of extreme emergency measures due to a threatened or actual disaster, he may declare a State of Emergency to exist.

Decontamination

This is the process of making people, objects, or areas safe by absorbing, destroying, neutralizing, making harmless, or removing the Hazardous Materials/HAZMAT.

Emergency/Disaster/Incident

An event that demands a crisis response beyond the scope of any single line agency or service and that presents a threat to a community or larger area. An emergency is usually an event that can be controlled within the scope of local capabilities; a major emergency or disaster usually requires resources beyond what is available locally.

Emergency Alert System

A network of broadcast stations interconnecting facilities authorized by the Federal Communications Commission (FCC) to operate in a controlled manner to warn and inform the public of needed protective actions in the event of a disaster or emergency situation.

Emergency Operations Center

A facility from which government directs and controls its emergency operations; where information about the status of the emergency situation is officially collected, assimilated, and routed on; where coordination among response agencies takes place; and from which outside assistance is officially requested.

Emergency Operations Plan

A document which provides for a pre-planned and coordinated response in the event of a major emergency of disaster situation.

Emergency Management

The preparation for and the carrying out of functions (other than the functions for which military forces are primarily responsible) to prevent, minimize, and repair injury and damage resulting from natural or manmade disasters. These functions include firefighting, police, medical and health, rescue, warning, engineering, communications, evacuations, resource management, plant protection, restoration of public utility services, and other functions related to preserving the public health, safety, and welfare.

Emergency Support Function

This function offers agencies to provide or to coordinate certain resources in response to emergencies or disasters.

Exercise

An activity designed to promote emergency preparedness; test or evaluate emergency operations plans, procedures, or facilities; train personnel in emergency response duties, and demonstrate operational capability. There are three specific types of exercises: tabletop, functional, and full scale.

Evacuation

This is assisting people to move from the path or threat of a disaster to an area of relative safety.

Federal Disaster Assistance

This provides aid to disaster victims and/or state and local governments by federal agencies under provisions of the Robert T. Stafford Relief and Emergency Assistance Act of 1988 (PL 93-288).

National Response Framework

This establishes a process and structure for the systematic, coordinated, and effective delivery of federal assistance to address the consequences of any major disaster or emergency.

Geographic Information System

A computer system capable of assembling, storing, manipulating, and displaying geographically referenced information, i.e.-data identified according to their locations.

Hazardous Materials

Substances or materials which may pose unreasonable risks to health, safety, property, or the environment, when used, transported, stored or disposed of, which may include materials which are solid, liquid, or gas.

Hazardous Materials (HAZMAT) may include toxic substances, flammable and ignitable materials, explosives, or corrosive materials, and radioactive materials.

Hazardous Materials Emergency Response Plan

The plan was developed in response to the requirements of Section 303 (a) of the Emergency Planning and Community Right-to-Know Act (Title III) of Superfund Amendments and Reauthorizations Act of 1986. It is intended to be a tool for a community's use in recognizing the risks of a hazardous materials release, in evaluating preparedness for such an event, and in planning response and recovery actions. This plan is separate from the City's Emergency Operations Plan (EOP).

Incident Command System

A model for disaster response that uses common terminology, modular organization, integrated communications, unified command structure, action planning, manageable span of control, pre-designed facilities, and comprehensive resource management. In ICS there are five functional elements: Command, Operations, Logistics, Planning, and Finance/Administration.

Incident Commander

This is the individual responsible for the *on scene* management of all incident operations.

Initial Damage Assessment Report

This is the report that provides information regarding overall damage to public and private property, thereby providing a basis for emergency declaration and/or disaster assistance.

Integrated Communications Plan

This plan coordinates the use of available communications means and establishes frequency assignments for certain functions.

Local Emergency

The condition declared by the local governing body when, in its judgment, the threat or actual occurrence of a disaster is or threatens to be of sufficient severity and magnitude to warrant coordinated local government action to prevent, or alleviate loss of life, property damage, or hardship. Only the Governor, upon petition of a local governing body, may declare a local emergency arising wholly or substantially out of a resource shortage when he deems the situation to be of sufficient magnitude to warrant coordinated local government action to prevent or alleviate the hardship or suffering threatened or caused thereby.

Local Emergency Planning Committee (LEPC)

Appointed representatives of local government, private industry, business, environmental groups, and emergency response organizations responsible for ensuring that the hazardous materials planning requirements of the Superfund Amendments and Reauthorization Act of 1986 (SARA Title III) are compiled with.

Mitigation

Mitigation is activities that actually eliminate or reduce the chance occurrence or the effects of a disaster. Examples of mitigation measure include, but are not limited to, the development of zoning laws and land use ordinances, State building code provisions, regulations and licensing for handling and storage of hazardous materials, and the inspections and enforcement of such ordinances, codes and regulations.

Mobile Crisis Unit (Critical Incident Stress Debriefing Team)

A field response team staffed and operated by mental health professionals specially trained in crisis intervention. The Mobile Crisis Unit is available to provide on-scene crisis intervention to incident victims and to follow up work with victims and formal Critical Incident Stress Debriefings for service providers after the incident has been brought under control.

Mutual Aid Agreement

Mutual Aid agreement is a written agreement between agencies and/or jurisdictions in which they agree to assist one another, upon request, by furnishing personnel and equipment in an emergency situation.

National Weather Service

The federal agency which provides localized weather information to the population, and during a weather-related emergency, to state and local emergency management officials.

Preparedness

Preparedness is the development of plans to ensure the most effective, efficient response to a disaster or emergency. Preparedness activities are designed to help save lives and minimize damage by preparing people to respond appropriately when an emergency is imminent. Preparedness also includes establishing training, exercises and resources necessary to achieve readiness for all hazards, including Weapons of Mass Destruction (WMD) incidents.

Presidential Declaration

A presidential declaration frees up various sources of assistance from the Federal government based on the nature of the request from the governor.

Primary Agency

While several City departments will be performing varied and critical tasks during a disaster, in most cases only one agency will be considered the 'primary agency.' The primary agency shall be responsible for detailed planning, testing, and evaluation of their respective Emergency Support Function (ESF). The Department Director of the primary agency shall serve as the principle advisor to the City Manager during the response and recovery phase for the specific ESF. In addition, the Department Director of the primary agency must assure that essential operations of their agency/department, unless otherwise directed by the City Manager, or his/her designee will continue.

Regional Information Coordination Center

The Center facilitates communications and coordination among local, state, and federal government authorities to ensure an effective and timely response to regional emergencies and incidents, including coordination of decision-making regarding events such as closing, early release of employees, evacuation, transportation decisions, health response, etc.

Situation Report

A form which, when completed at the end of each day by local Emergency Operations Center (EOC) staff will provide the City of Winchester with an official daily summary of the status of the emergency and of the local emergency response. A copy shall be submitted to the Virginia Emergency Operations Center (VEOC) via WebEOC, fax, or other media which can be received by the Virginia Department of Emergency Management.

Span of Control

As defined in the Incident Command System, Span of Control is the number of subordinates and/or functions one supervisor can manage effectively. Guidelines for the desirable span of control recommended three (3) to seven (7) persons. The optimal number of subordinates is five (5) for one supervisor.

State of Emergency

The condition declared by the Governor when, in his judgment, a threatened or actual disaster in any part of the State is of sufficient severity and magnitude to warrant disaster assistance by the State to supplement local efforts to prevent or alleviate loss of life and property damage.

Superfund Amendments and Reauthorization Act of 1986 (SARA)

SARA is established Federal regulations for the handling of hazardous materials.

Unified Command

Unified Command is a shared responsibility for overall incident management as a result of a multi-jurisdictional or multi-agency incident. In the event of conflicting priorities or goals, or where resources are scarce, there must be a clear line of authority for decision-making. Agencies contribute to unified command by determining overall goals and objectives, jointly planning for tactical activities, conducting integrated tactical operations and maximizing the use of all assigned resources.

Weapons of Mass Destruction

Any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than 4 ounces, or a missile having an explosive incendiary charge of more than 0.25 ounce, or mine or device similar to the above; poison gas; weapon involving a disease organism; or weapon that is designed to release radiation or radioactivity at a level dangerous to human life. (Source: 18 USC 2332a as referenced in 18 USC 921). This includes Chemical, Biological, Radiological, Nuclear and High Yield Explosives.

Appendix 2 - List of Acronyms

APHIS	Animal and Plant Health Inspection Service
CERT	Community Emergency Response Team
CFO	Chief Financial Officer
CR	Community Relations
DSCO	Deputy State Coordinating Officer
DHS	Department of Homeland Security
DRC	Disaster Recovery Center
DMME	Department of Mines, Minerals, and Energy
DRM	Disaster Recovery Manager
EAS	Emergency Alert System
EOC	Emergency Operation Center
ESF	Emergency Support Function
EPA	Environmental Protection Agency
ERT-A	Emergency Response Team – Advance Element
FBI	Federal Bureau of Investigation
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
ICS	Incident Command System
JIC	Joint Information Center
JFO	Joint Field Office
MACC	Multi-agency Command Center
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NAWAS	National Warning System
NCR	National Capital Region
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRC	Nuclear Regulatory Commission
NRP	National Response Plan
NWS	National Weather Service

PDA	Preliminary Damage Assessment
PIO	Public Information Officer
POC	Point of Contact
RACES	Radio Amateur Civil Emergency Services
SAR	Search and Rescue
SARA	Superfund Amendment and Reauthorization Act of 1986
SCC	State Corporation Commission
SOP	Standard Operation Procedure
USACE	U.S. Army Corps of Engineers
USCG	U.S. Coast Guard
USDA	U.S. Department of Agriculture
VOAD	Voluntary Organizations Active in Disaster
WAWAS	Washington Area Warning System
WMD	Weapons of Mass Destruction

Appendix 3 - Authorities and References

Federal

1. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended.
2. The Homeland Security Act/National Response Plan, December 2004.

State

1. Commonwealth of Virginia Emergency Services and Disaster Law of 2000, as amended.
2. The Commonwealth of Virginia Emergency Operations Plan, 2012:
 - a. Volume I, Basic Plan, April 2004.
 - b. Volume II, Disaster Recovery Plan, March 1999 (under revision).
 - c. Volume III, Radiological Emergency Response Plan, May 2004.
 - d. Volume IV, Oil and Hazardous Materials Emergency Response Plan, December 2001.
 - e. Volume V, Virginia Hurricane Emergency Response Plan, August 2001.
 - f. Volume VI, Hazard Mitigation Management Plan, July 2001.
 - g. Volume VII, Transportation Plan, July 2000 (limited distribution).
 - h. Volume VIII, Terrorism Consequence Management, August 2005 (limited distribution).

Local

1. City of Winchester Emergency Operations Plan
2. SARA – Title III Emergency Response Plan
3. Pandemic Influenza Plan⁸

Appendix 4 - Succession of Authority

Continuity of emergency operations is critical to the successful execution of emergency operations. Therefore, the following lines of succession are specified in anticipation of any contingency, which might result in the unavailability of the ranking member of the administrative hierarchy. The decision-making authority for each organization or service function is listed below by position in decreasing order.

Departmental Line of Succession MARCH 2014

First Name	Last Name	Department/Division	Job Title
City Manager			
Dale	Iman		City Manager
Douglas	Hewett		Asst. City Manager
City Attorney			
Anthony	Williams		City Attorney
Katherine	Herman		Asst. City Attorney
City Sheriff			
Les	Taylor		Sheriff
Al	Sibert		Major
Gerald	Rounds		Lieutenant
TJ	Roper		Sergeant
Bradley	Davidson		Corporal
City Treasurer			
Jeff	Barbour		Treasurer
Pamela	Haines		Chief Deputy Treasurer
April	Cottrill		Deputy Treasurer
Commonwealth Attorney			
Alex	Iden		Commonwealth Attorney
Marc	Abrams		Assistant Commonwealth Attorney
Derek	Aston		Attorney
Commissioner of the Revenue			
Ann	Burkholder		Commissioner of the Revenue
Linda	Funk		Deputy Commissioner
John	Rice		Real Estate Assessment Analyst
Economic Development			
Jim	Deskins		Director
Emergency Communications			
Erin	Elrod		Director
Kelly	Brill		Lead ECS
Terri	Mellott		Lead ECS
Tara	Wooten		Lead ECS

Director of Emergency Management		
Dale	Iman	Director
Douglas	Hewett	Deputy Director
Elizabeth	Minor	Mayor/Deputy Director
Emergency Management Coordinator		
Lynn	Miller	E. M. Coordinator Deputy Coordinator ???
Finance		
Mary	Blowe	Finance Director
Celeste	Broadstreet	Asst. Finance Director
Steven	Corbit	Purchasing Agent/Risk Mgr.
Fire and Rescue		
Allen	Baldwin	Fire Chief
Carl	McClellan	EMS Deputy Chief
Scott	Kensinger	Operations Deputy Chief
Human Resources		
Penny	Mathias	Asst. HR Director
Jessica	Collis	HR Generalist
Pamela	Peacemaker	Secretary
Rose	Johnson	HR Generalist - PT
Information Technology		
Thomas	Lloyd	IT Director
Stephen	Barb	Senior Computer Programmer
Bob	Elliott	Senior Computer Programmer
Andrew	Ours	Senior Network Engineer
Juvenile Detention		
Erin	Maloney	Superintendent
Robert	Graves	Assistant Superintendent
Chris	Banks	Shift Supervisor
Wade	Teets	Shift Supervisor
Tommie	Bower	Shift Supervisor
Daren	Bosley	Shift Supervisor
Lord Fairfax Health District		
Charles	Devine	Director
David	Crabtree	LFHD Business Administrator
April	Jenkins	LFHD Nurse Mgr
Scott	Fincham	LFHD Envir. Health Mgr.
Old Town Winchester		
Jennifer	Bell	Downtown Mgr.
Sarah	Chapman	Economic Prog. Support Tech.

Parks and Recreation		
Jennifer	Jones	Director
Lisa	Hamaker	Asst. Director
Jennifer	Stotler	Park Admin. Coordinator
Mike	Nail	Park Maint. Coordinator
Planning		
Timothy	Youmans	Planning Director
William	Moore	Planner II
Catherine	Clayton	Sec. For Planning & Inspections
Police		
Kevin	Sanzenbacher	Police Chief
Kelly	Rice	Major
Douglas	Watson	Captain
Public Services & Divisions		
Perry	Eisenach	Director
Tom	Hoy	Assistant Director
Public Services/Engineering		
Kelly	Henshaw	City Engineer
Perry	Eisenach	Public Services Director
Robert	Brown	Engineer
Public Services/Maintenance		
Corey	Macknight	Facility Maintenance Division Manager
Mike	Allman	Maintenance Technician
Steven	Holsinger	Maintenance Technician
Public Services/GIS		
Annie	Cahill	GIS Coordinatoor
Will	Moore	Planner II
Kelly	Henshaw	City Engineer
Public Services/Utilities		
John	Merriner	Division Manager
Farrell	Owens	Water Treatment Facility Manager
Kevin	Hancock	Chief Operator at WTP
Donald	Riggleman	Opequon WRF Manager
Public Services/Public Works		
Tom	Denney	Public Works Division Manager
Mike	Neese	Recycling Coordinator
Darius	Bowers	Garage Supervisor
Public Services/Traffic		
Justin	Hall	Traffic Division Manager
Ryan	Eback	Signal Technician
Andrew	Dunn	Signal Technician

Public Services Fleet Mgt.		
Darius	Bowers	Garage Supervisor
Elizabeth	Tomlinson	Mechanic
Zachary	Hudson	Mechanic
Dwayne	Davis	Mechanic
Public Services Transit		
Renee	Wells	Transit Director
Clint	Cantrell	Transit Supervisor
Allison	Jewell	Transit Office Asst.
Social Services		
Amber	Dopkowski	Director
Georjean	Coco	Asst. Director
Nancy	Valentine	Admin. Serv. Mgr.
Tourism		
Sally	Coates	Executive Director
Renee	Bayliss	Visitor & Comm. Relations Spec.
Zoning & Inspections		
Aaron	Grisdale	Director of Zoning & Inspections
Nasser	Rahimzadeh	Deputy Director of Zoning & Inspections
John	Knight	Building Official
Daniel	Mowery	Sr. Code Enforcement
Winchester Public Schools WPS – Central Admin Off		
Dr. Rick	Leonard	Superintendent
Kevin	McKew	Executive Director
Lynda	Hickey	Dir. of Instruction
Steve	Miller	Dir. of Technology
Daniel Morgan Middle School		
Lisa	Cobb	Principal
Stephanie	Grzywacs	Asst. Principal
Norie	Noll-DeHaven	Asst. Principal
Douglas Comm. Learning Ctr.		
Matt	Roark	Bldg. Administrator
Frederick Douglas Elementary		
Stephanie	Downey	Principal
John Handley High School		
Jesse	Dingle	Principal
James	Bundrick	Asst. Principal
Jerry	Putt	Asst. Principal
Anne	Canada	Asst. Principal
John Kerr Elementary		
Nan	Bryant	Principal
Garland Quarles Elementary		
Joan	Hovatter	Principal

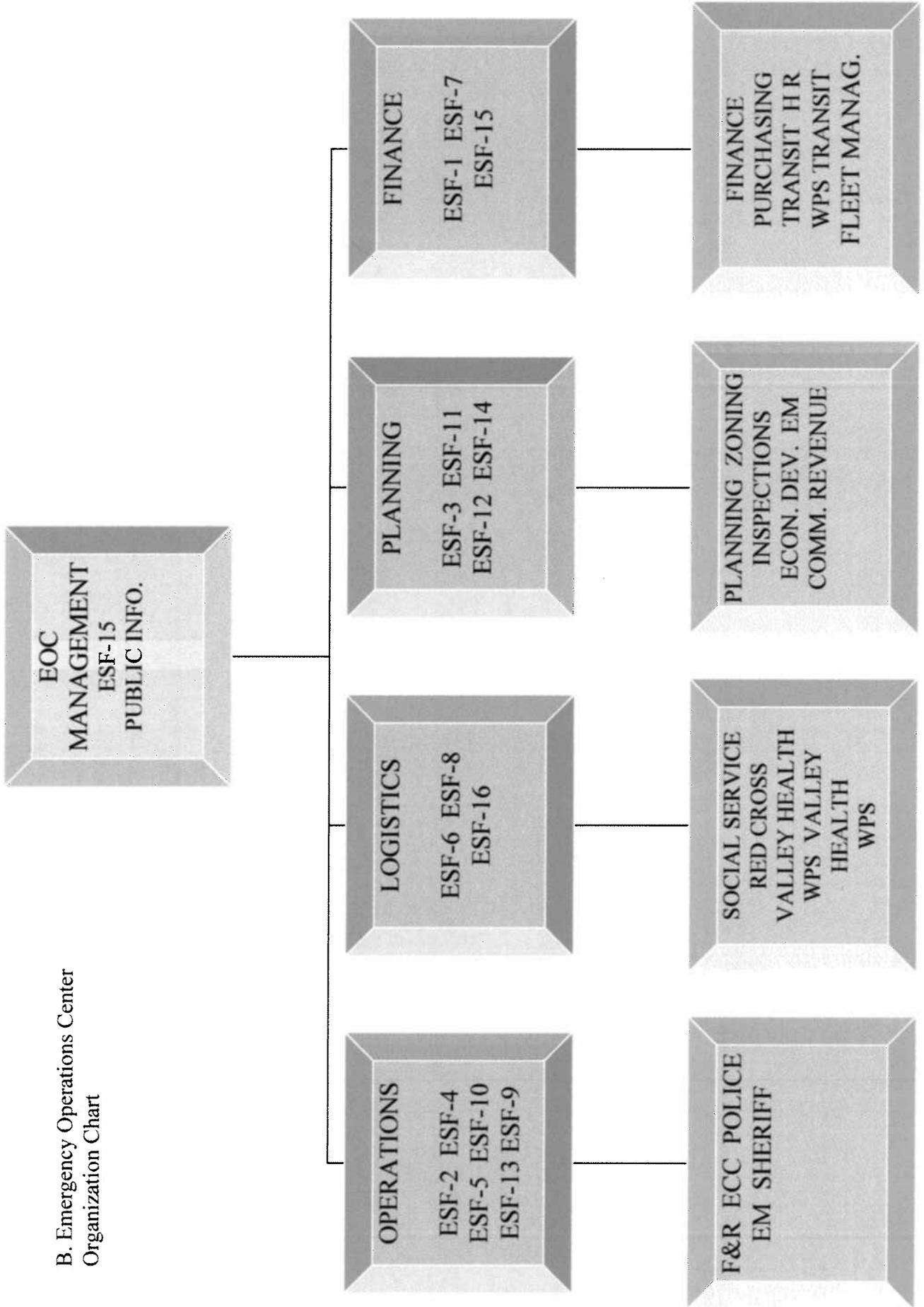
VA Ave Charlotte DeHart Elem.

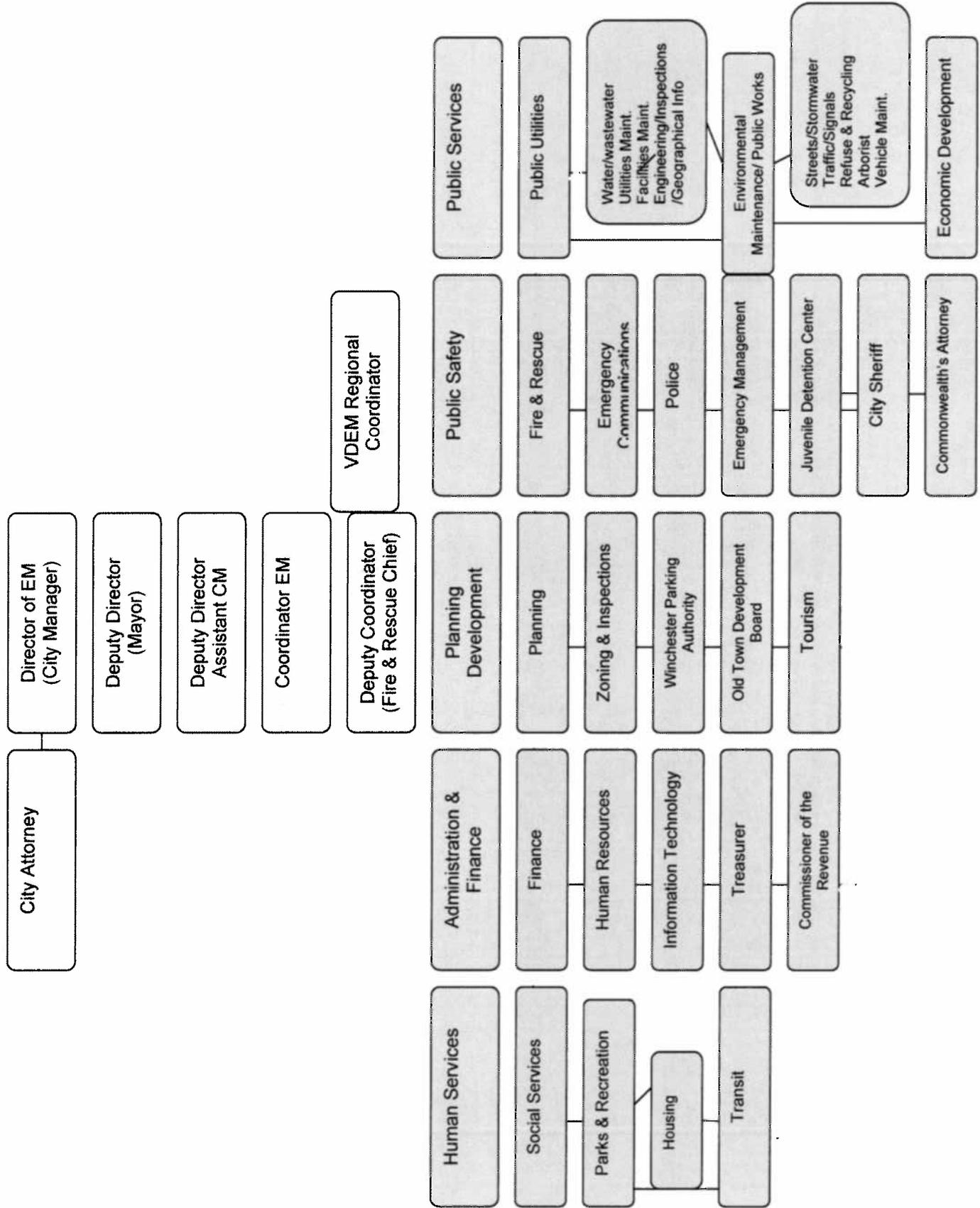
Michele

Dempsey

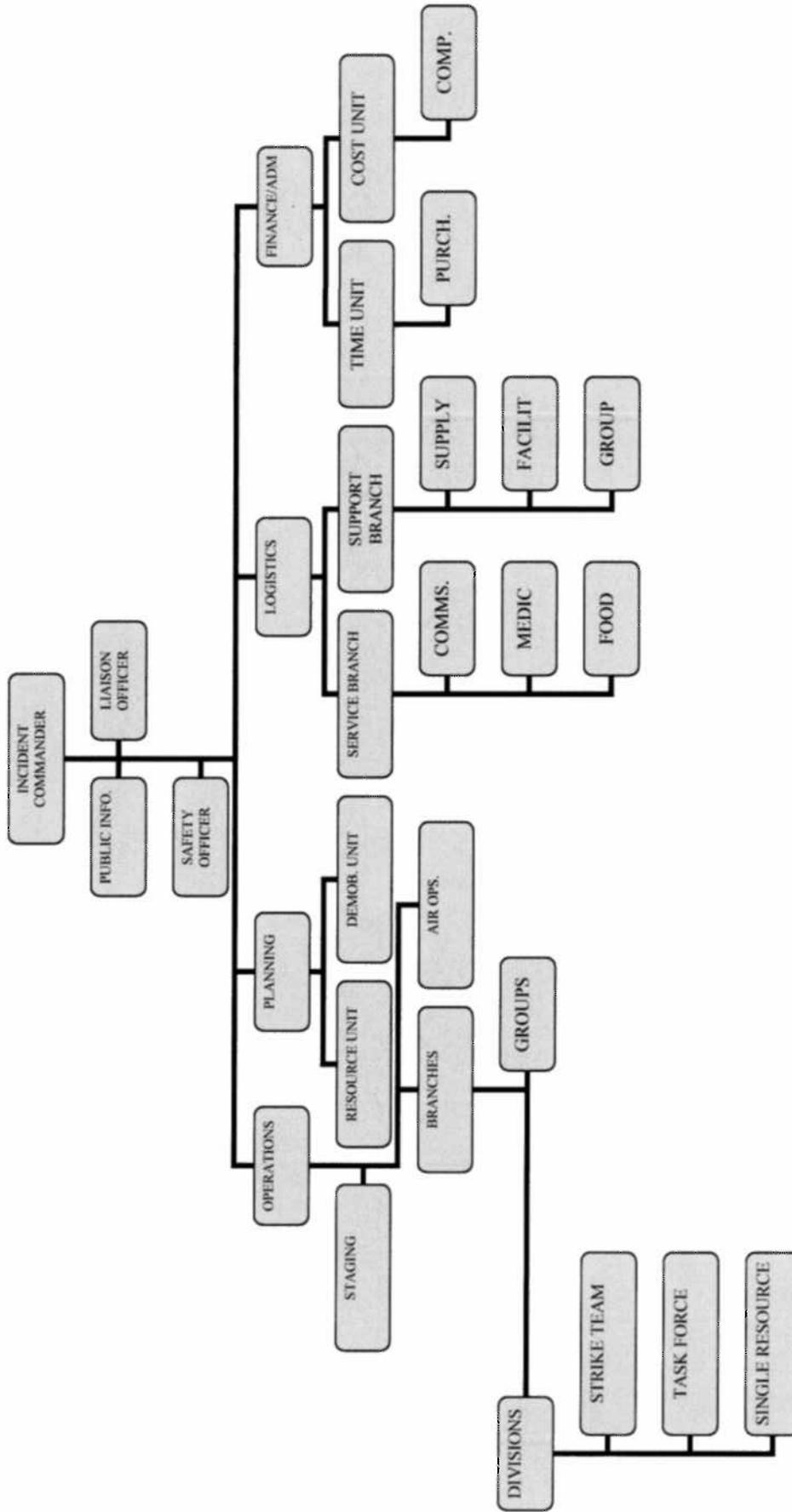
Principal

B. Emergency Operations Center Organization Chart





C. On-Scene Organizational Chart



Tab D. Emergency Support Function Matrix of Responsibility Index

EMERGENCY SUPPORT FUNCTION NUMBER (ESF#)	RESPONSIBILITY
ESF #1	Transportation
ESF #2	Communications
ESF #3	Public Works
ESF #4	Fire Fighting
ESF #5	Emergency Management
ESF #6	Mass Care
ESF #7	Resource Management
ESF #8	Health & Medical
ESF #9	Search & Rescue
ESF #10	Hazardous Materials
ESF #11	Agriculture & Natural Resources
ESF #12	Energy
ESF #13	Public Safety
ESF #14	Long Term Recovery
ESF #15	External Affairs
ESF #16	Military Affairs
ESF #17	Volunteer Personnel & Donation Management
ESF#18	Faith Based

Appendix 6 - Matrix of ESF Responsibilities

CITY AGENCY/DEPARTMENT	ESF #1	ESF #2	ESF #3	ESF #4	ESF #5	ESF #6	ESF #7	ESF #8	ESF #9	ESF #10	ESF #11	ESF #12	ESF #13	ESF #14	ESF #15	ESF #16	ESF #17	ESF #18
Emergency Management		S	S	S	P			S		S	P	P		S	S	P	P	
Fire & Rescue				P	S	S		P	S	P			S					
Police	S	S	S	S	S	S		S	P	S	S		P		S	S		
City Sheriff				S	S	S		S	S	S	S		S		S	S		
Building/Zoning/Planning			P		S								S	S				
City Manager's Office														P				
Information Technology		P			S		S								S			
Social Services						P		S		S				S				S
Finance / Purchasing			S		S		P							S				
Transit	P			S		S		S		S								
Winchester Public Schools	S	S		S		S				S				S	S			
Utilities			S	S				S				S		S				
Emergency Communications		P		S					S	S			S					
Public Works	P		P						S	S			S		S			
City Attorney			S		S									S				S
<i>Commissioner of the Revenue</i>			S											S				
Parks & Recreation			S			S		S						S				
Economic Development											S			P				
Old Town Development Board														S				
PIO		P			S	S		S		S		S	S	S	P			
Tourism														S				
STATE AGENCIES																		
Virginia Dept. of Health / Lord Fairfax Health District			S			S		P	S		S			S	S			
Virginia Dept. of Housing														S				
Virginia Office of Chief Medical Examiner								S										
Virginia Dept. of Agriculture											S							
State Corporation Commission												S						

AGENCY/DEPARTMENT	ESF #1	ESF #2	ESF #3	ESF #4	ESF #5	ESF #6	ESF #7	ESF #8	ESF #9	ESF #10	ESF #11	ESF #12	ESF #13	ESF #14	ESF #15	ESF #16	ESF #17
Virginia Dept. of Mines,												S					
Virginia Mines, Minerals & Energy												S					
Virginia Dept. of Environmental Quality			S							S							
Virginia Dept. of Mental Health & Retardation						S											
VPI & State University Extension Agent											S						
Virginia Dept. of Transportation	S																
NON-GOVERNMENTAL																	
American Red Cross					S	S	S		S						S		
Salvation Army					S	S	S										
Virginia Funeral Directors' Association								S									
NOAH'S WISH						S					S						
SPCA						S		S			S						
Volunteer Organizations Active in Disasters					S	S	S										
Faith Based Partners					S	S	S										
PRIVATE SECTOR PARTNERS																	
Winchester Medical Center								S									
Shenandoah Gas												S					
Shenandoah Valley Electric COOP					S							S					

Legend P – Primary
S – Secondary

Appendix 7 - Continuity of Government

Court Records

The preservation of essential records for the locality is the responsibility of the Clerk of the Circuit Court. All essential records are to be stored in the records vault located in the Office of the Clerk of the Circuit Court.

These records include the following:

- Real Estate Records*
- Criminal Records
- Wills
- Civil Records
- Chancery Records
- Marriage Licenses

The evacuation of records in the event of an emergency will be accomplished only by approval of the Clerk of the Circuit Court.

The loading and transportation of these records is the responsibility of the Police Department or Sheriff's Office as designated..

***A microfilm copy of all real estate records for the locality is stored in the Archives, State Library, in Richmond, Virginia.**

Agencies/Organizations

Each agency/organization within the structure of local government should establish its own records protection program. Those records deemed essential for continuing government function should be identified and procedures should be established for their protection, such as duplicate copies in a separate location and/or the use of safe and secure storage facilities. Provisions should be made for the continued operations of automated data processing systems and records.

Appendix 8 - Sample NIMS Resolution

SEE NIMS RESOLUTION - COUNCIL MINUTES OCTOBER 11, 2005

Appendix 9 - Sample Declaration of Local Emergency

AT A SPECIAL MEETING OF THE COMMON COUNCIL OF THE CITY OF WINCHESTER, VIRGINIA, HELD AT _____, ON _____, 200__

RESOLUTION _____ - _____ DECLARING A LOCAL EMERGENCY TO EXIST IN THE CITY OF WINCHESTER, VIRGINIA

WHEREAS, the Common council of the City of Winchester, Virginia, does hereby find as follows:

1. That due to the occurrence of _____, the City of Winchester is facing a condition of extreme peril to the lives, safety, and property of the residents of the city of Winchester;
2. That as a result of this extreme peril, the proclamation of the existence of an emergency is necessary to permit the full powers of government to deal effectively with this condition of peril.

NOW, THEREFORE, BE IT HEREBY PROCLAIMED by the Common Council of the City of Winchester, Virginia, that a local emergency now exists throughout the City of Winchester; and

IT IS FURTHER PROCLAIMED AND ORDERED that during the existence of this emergency the powers, functions and duties of the Director of Emergency Services organization and functions of the City of Winchester shall be those prescribed by the laws of the Commonwealth of Virginia and the ordinances, resolutions, and approved plans of the City of Winchester in order to mitigate the effects of said emergency.

In order to carry out the effect of this resolution, a sum of money, not to exceed \$_, is hereby appropriated from the city's unappropriated fund balance to cover the reasonable operational costs of emergency services pending further report to the Council and such additional appropriations as shall be deemed necessary to cover the expected scope of this emergency.

Date: _____

Common Council, City of Winchester, Virginia

Attest: _____
Clerk, Council
City of Winchester, Commonwealth of Virginia

Emergency Support Function #1 - Transportation

Primary Agency

Public Works

Secondary/Support Agencies

Winchester Police Department
Virginia Department of Transportation

Introduction

Purpose:

Emergency Support Function (ESF) #1 – Transportation assists local, federal, and state government entities and voluntary organizations requiring transportation capacity to perform response missions following a disaster or emergency. Emergency Support Function #1 will also serve as a coordination point between response operations and restoration of the transportation infrastructure.

Scope:

Assistance provided by ESF #1 includes, but is not limited to:

- Coordinating transportation activities and resources during the response phase immediately following an emergency or disaster;
- Facilitating damage assessments to establish priorities and determine needs of available transportation resources;
- Prioritization and/or allocation of all government transportation resources;
- Processing all transportation requests from Winchester's agencies and emergency support functions. This ESF will coordinate evacuation transportation as its first priority; and
- Facilitate movement of the public in coordination with other transportation agencies.

Policies:

- Local transportation planning will use the most effective means of transportation to carry out the necessary duties during an incident;
- Local transportation planning will recognize State and Federal policies, regulations, and priorities used to control movement of relief personnel, equipment, and supplies;
- To facilitate the prompt deployment of resources, develop and maintain priorities for various incidents through an interagency process led by local government prior to an incident. Each ESF is responsible for compiling, submitting, and updating information for inclusion in the ESF #1 prioritizing transportation needs.

Concept of Operations

General:

The Emergency Operations Plan provides guidance for managing the use of transportation services and deployment of relief and recovery resources.

A disaster may severely damage the transportation infrastructure and interrupt transportation services. Most localized transportation activities will be hampered by lack of useable surface transportation infrastructure.

The damage to the transportation infrastructure may influence the means and accessibility level for relief services and supplies.

Disaster responses, which require usable transportation routes, will be difficult to coordinate effectively during the immediate post disaster period.

Clearing access routes will permit a sustained flow of emergency relief, although localized distribution patterns may be disrupted for a significant period.

All government transportation resources not being used for the emergency/disaster will be available for use.

All requests for transportation support will be submitted to the Emergency Operations Center for coordination, validation, and/or action in accordance with this Emergency Support Function.

Organization:

The City of Winchester, in conjunction with the Winchester Public Works Department and Virginia Department of Transportation, is responsible for coordinating resources needed to restore and maintain transportation routes necessary to protect lives and property during an emergency or disaster.

The Public Works Department will provide a liaison and provide information on road closures, alternate routes, infrastructure damage, and debris removal, rail and bus transit and restoration activities. The Public Works Department will also coordinate with the Virginia Department of Transportation to determine the condition of routes leading to and from the City.

The Public Works Department in conjunction with support agencies will assess the condition of highways, bridges, signals, rail and bus transit and other components of the transportation infrastructure and where appropriate:

- Close infrastructure determined to be unsafe;
- Post signing and barricades; and
- Maintain and restore critical transportation routes, facilities, and services.

Actions

- ESF #1 will develop, maintain, and update plans and procedures for use during an emergency;
- The personnel will stay up to date with education and training that is required for a safe and efficient response to an incident;
- Alert Winchester's primary agency representatives of possible incident, and begin preparations for mobilization of resources;
- If necessary contact state or federal agencies and alert Secondary Agencies.
- Assess initial damage and work to decide on the priorities for reconstruction and restoration of critical transportation facilities;
- Keep record of all expenses, and continue through the duration of the emergency;
- Prepare appropriate facilities for possible use;
- Winchester will communicate through the Winchester EOC and inform the Virginia Emergency Operations Center (VEOC) of actions and intentions;
- ESF #1 staff coordinates the use of transportation resources to fulfill mission assignments and follow established practices and procedures; and
- Continue to provide support where needed.

Responsibilities

Primary Agency:

- Partners with State and Federal departments as well as Winchester's industry to assess damage and impact on transportation and infrastructure;
- Coordinates and implements, response and recovery functions under Primary Agency statutory authorities;
- Assists with determining the most viable transportation networks to, from and within the emergency or disaster area and regulates the use of these transportation networks; and
- Identifies resource requirements for transportation and coordinates their allocation.

Emergency Support Function #2 - Communication

Primary Agency

Administration Department
Winchester Emergency Communications Center
Information Technology Department

Secondary/Support Agencies

Winchester Public Schools
Winchester Police Department
Emergency Management

Introduction

Purpose:

The purpose of Emergency Support Function #2 – Communication is to support public safety and other city agencies by maintaining continuity of information and telecommunication equipment and other technical resources. ESF #2 is responsible for keeping the public and city employees informed in regards to an emergency situation, provide guidance when appropriate to help save lives and protect property, and support city agencies with the restoration and reconstruction of telecommunications equipment, computers, and other technical resources. This section describes the locality's emergency communications/notification and warning system. The Winchester Emergency Operations Center (EOC) will coordinate with the Virginia Emergency Operations Center (VEOC) should outside assistance be required.

Scope:

ESF #2 works to accurately and efficiently transfer information during an incident. This ESF is also responsible for the technology associated with the representation, transfer, interpretation, and processing of data among people, places, and machines. Communication includes transmission, emission, or reception of signs, signals, writing, images, and sounds or intelligence of any natures by wire, radio, optical, or other electromagnetic systems.

Policies:

- The Emergency Communications Center (ECC) operates 24 hours a day, 7 days a week and serves as the 911 Public Safety Answering Point (PSAP) and the locality warning point;

- The ECC is accessible to authorized personnel only;
- The EOC when activated, will act as the primary contact and coordination point in the City during major emergencies and/or disasters;
- Staff of the EOC will consist of the Director, Deputy Director, Coordinator, and Deputy Coordinator of Emergency Services, and key department heads or their designated representatives. Support personnel to assist with communications, designated logistics, and administration will also be designated. The Director of Emergency Management will be available for decision-making as required;
- The ECC will initiate initial notification and warning of appropriate personnel.

I. Concept of Operations

General:

The Emergency Operations Plan provides guidance for managing emergency communications resources.

The City of Winchester's Emergency Communications Center (ECC) is the point of contact for receipt of all warnings and notification of actual or impending emergencies or disaster. The dispatcher on duty will notify other key personnel, chiefs and department heads as required by the type of incident per Standard Operating Procedures (SOP).

The Emergency Communications Center (ECC) is accessible to authorized personnel only. The ECC is most often the first point of contact for the general public. The ECC has the capability to access the Emergency Alert Systems to deliver warnings to the public. Use of all available warning and notification systems should provide sufficient warning to the general public and special needs population.

The telephone company(ies) will ensure that communications essential to emergency services are maintained. During a major disaster, additional telephone lines may be installed in the Emergency Operations Center (EOC) to coordinate emergency operations. At least one phone with a special publicized number will be reserved for "rumor control" to handle citizen inquiries. The Coordinator of Emergency Management will coordinate with the telephone company as necessary to provide these services.

Amateur radio operators may provide emergency backup radio communications between Winchester's EOC and the State EOC, should normal communications be disrupted. They may also provide communications with in-field operators.

It is important that while communicating, standard or common terminology (plain English) is used so that multiple agencies are better able to interact and understand each other.

Should an evacuation become necessary, warning and evacuation instructions will be disseminated via radio, TV, reverse calling system, and other available media. The Public Information Officer will develop and provide public information announcements and

publications regarding evacuation procedures to include recommended primary and alternate evacuation routes, designated assembly points for those without transportation, rest areas and service facilities along evacuation routes, if appropriate, as well as potential health hazards associated with the risk.

Organization:

The Coordinator of Emergency Management will assure the development and maintenance of SOPs on the part of each major emergency support service. Generally, each designated agency should maintain current notification rosters, designate and staff an official emergency control center, designate an EOC representative, establish procedures for reporting appropriate emergency information, develop mutual aid agreements with like agencies in adjacent localities, and provide ongoing training to maintain emergency response capabilities. When an emergency threatens, available time will be used to implement increased readiness measures as listed in each annex to this plan. The Coordinator of Emergency Management will assure that all actions are completed as scheduled. The Public Information Officer will represent and advise the Incident Commander on all public information. This includes rumors that are circulating, what local media are reporting, as well as warnings and emergency public information.

The EOC support staff will include a recorder, message clerk, and other support personnel as required relieving the decision-making group of handling messages, maintaining logs, placing maps, etc. An EOC wall map should be prepared and be readily accessible. A separate Reports Section should also be established as an adjunct to the EOC staff.

Winchester City's emergency communications are heavily dependent on the commercial telephone network. The telephone system is vulnerable to the effects of emergencies and disasters and to possible system overload due to increased usage. Technical failure or damage loss of telecommunications equipment could hamper communications or the ability to communicate with emergency personnel and the public throughout the locality. Mutual aid repeaters in contiguous jurisdictions may not be available or may not be able to provide sufficient coverage or channel loading to compensate for technical failure or damage to telecommunications resources in the locality during an emergency.

Amateur radio operators and other nongovernmental volunteer groups used to assist with emergency radio communications support will be under the authority of the Director of Emergency Management or the Coordinator of Emergency Management, or the Emergency Communications Center. The amateur radio and other nongovernmental volunteer operators will be required to actively participate in regular training and exercises established by the Office of Emergency Management and the Emergency Communications Center.

Actions

- ESF #2 will establish a working arrangement between the local Primary Agency, the local Emergency Operations Center, and local news media;

- The ECC will initiate notification and warning of appropriate personnel. Landline telephones, voice or data two-way radio, and wireless telecommunications devices may be utilized to notify public officials, EOC staff, emergency personnel and others, as required;
- Emergency service vehicles equipped with public address systems maybe used to warn the general public;
- The Coordinator of Emergency Management or his/her designee must authorize the use of the Emergency Alert System;
- Emergency warning may originate at the federal, state, or local level of government. Timely warning requires dissemination to the public by all available means:
 - a. Emergency Communications Center
 - b. Emergency Alert System
 - c. Local radio and television stations
 - d. NOAA Weather Radio – National Weather Service
 - e. Mobile public address system
 - f. Telephone
 - g. Reverse Calling System(s)
 - h. General broadcast over all available radio frequencies
 - i. Newspapers
 - j. Amateur Radio Volunteers

Responsibilities

- Develop and maintain primary and alternate communications system and plans for contact with local jurisdictions, state agencies, nongovernmental and private sector agencies required for mission support;
- Ensure the ability to provide continued service as the Public Safety Answering Point (PSAP) for incoming emergency calls;
- Ensure communication lines and equipment essential to emergency services are maintained by the appropriate vendor;
- Provide additional staffing in the EOC to assist with communications functions;
- Develop and maintain an emergency communications program and plan;
- Provide telephone service providers with a restoration priority list for telephone service prior to and/or following a major disaster; and
- Maintain records of cost and expenditures and forward them to Finance Section Chief.

Tab 1 to Emergency Support Function #2

II. EMERGENCY NOTIFICATION PROCEDURES

Until the EOC is activated, the Emergency Communications Center of the City of Winchester will notify the following officials upon receipt of a severe weather flash flood or tornado watch or warning, or when directed by an on-scene incident commander:

Official	Home Phone	Work Phone	Cell Phone
Director of Emergency Management		667-1815	336-6551
Deputy Director of Emergency Management		667-1815	313-2771
Coordinator of Emergency Management	667-9452	545-4721	336-7372
Deputy Coordinator			
Police Chief		545-4701	771-7628
City Sheriff		667-5770	
Public Information Officer		667-1815 x1620	532-9503

Once operational, the EOC will receive messages directly from the Virginia Emergency Operations Center (VEOC). It is then the responsibility of the Emergency Communications Center (ECC) to monitor message traffic and ensure that messages reach the Director of Emergency Management or his designee.

Emergency Support Function #3 - Public Works and Engineering

Primary Agency

Public Works
Building Inspections, Planning and Zoning

Secondary/Support Agencies

Public Utilities
Emergency Management
Winchester Police Department
Winchester Fire and Rescue
City Attorney
City Assessor
Finance/Purchasing
Winchester Public Schools
Virginia Department of Environmental Quality

Introduction

Purpose:

Emergency Support Function (ESF) #3 - Public Works and Engineering will assess the overall damage to public and private property. ESF #3 will also conduct necessary inspections to ensure the integrity of buildings, assist with debris removal and ensure that any rebuilding complies with existing zoning and land-use regulations.

Scope:

ESF #3 is structured to provide public works and engineering-related support for the changing requirements of incident management to include preparedness, prevention, response, recovery, and mitigation actions. Activities within the scope of this function include:

- Conducting pre- and post-incident assessments of public works facilities and infrastructure;
- Executing emergency contract support for life-saving and life-sustaining services;
- Providing technical assistance to include engineering expertise, construction management, and contracting and real estate services; and
- Providing emergency repair of damaged infrastructure and critical facilities.

Policies:

- Personnel will stay up to date with procedures through training and education;
- The Primary Agency will develop work priorities in conjunction with other agencies when necessary; and
- Local authorities will obtain required waivers and clearances related to ESF #3 support.

*Concept of Operations***General:**

In a disaster, buildings and structures may be destroyed or severely damaged. Homes, public buildings, bridges, and other facilities may need to be reinforced or demolished to ensure safety. Public utilities may be damaged and be partially or fully inoperable. Access to the disaster areas may be dependent upon debris clearance and roadway repairs. Debris clearance and emergency road repairs will be given top priority in coordination with ESF #1 Transportation to support immediate lifesaving emergency response activities.

Prompt assessment of the disaster area is required to determine critical response times and potential workloads. Early damage assessment must be made rapidly and be general in nature. Following an incident, a multitude of independent damage assessment activities will be conducted by a variety of organizations including the Winchester Damage Assessment Teams, Insurance Companies, Virginia Department of Emergency Management, Utility Companies and Federal Agencies.

Organization:

The Director of Emergency Management, or his designee, will be responsible for deploying damage assessment teams, consolidating damage data and compiling reports. At the Incident Commander's request, the Damage Assessment Teams' first priority will be to assess the structural damage.

Winchester Damage Assessment Teams will assess damage to the extent of their resources and in their areas of expertise. The Health Department may assist Public Works with damage assessments related to health hazards that may be caused by the disrupted disposal of sanitary wastes, water shortages, and other resources associated with health issues.

Initial Damage Assessment Reports from the Field Assessment Teams will be submitted to the Emergency Management Coordinator who will compile the reports and submit an initial report to the Virginia Department of Emergency Management (VDEM) within 72 hours of the event, outlining the severity of the problems and the determination of need for further assistance. Federal/State supported damage assessment precedes delivery of a Presidential Disaster Declaration and defines the specific needs for a long-term recovery.

To minimize threats to public health, the Public Works Department will serve as liaison with the Virginia Department of Environmental Quality (DEQ) and the City Attorney to secure the necessary emergency environmental waivers and legal clearances that would be needed to dispose of emergency debris and materials from demolition activities. Public Works will coordinate with DEQ to monitor disposal of debris materials.

The city departments mentioned will inspect all buildings for structural, electrical, gas, plumbing and mechanical damage following a disaster situation. They will ensure that any repairs or rebuilding that occurs following the incident will comply with the Uniform Statewide Building Code, zoning, land-use regulations, and the Comprehensive Plan.

Winchester's Building Official is responsible for determining the state of a building and placing notification on the facility. The building owner retains responsibility for deciding whether to demolish or restore the structure. During the recovery phase the Building Official is responsible for the facilitation of the building permit issuance process and for the review and approval of the site-related and construction plans submitted for the rebuilding/restoration of residential and commercial buildings.

ESF # 3 will establish appropriate Damage Assessment Teams. There should be a minimum of at least four (4) teams. Two teams with expertise in the assessment of private properties (single family, multi-family, business and commercial) and two (2) teams with expertise in public properties (roads, bridges, water, storm water). Individuals will be trained and maintain current knowledge levels.

Actions

- Alert personnel to report to the EOC as identified by the Director of Emergency Management or their designee;
- Review plans;
- Initiate and maintain records of expenses and continue such actions for the duration of the emergency;
- Prepare to make an initial damage assessment;
- Activate the necessary equipment and resources to address the emergent situation;
- Coordinate response with local, state, federal departments and agencies relating to this area of responsibility.

Responsibilities

- Conduct initial damage assessment;
- Submit initial damage assessment to EOC;
- Assist in coordinating response and recovery;
- Prioritize debris removal;
- Inspect buildings for structural damage; and
- Ensure all repairs comply with local building codes, zoning, land-use regulations and comprehensive plan.

- Fire & Rescue to assist by giving initial assessment and/or damage of incident responded to.

NOTE: May be able to dedicate one/two personnel to DAT (Damage Assessment Teams).

Tab 1 for Emergency Support Function #3

BUILDING POSTING GUIDE

1. All buildings within the area, regardless of damage are to be POSTED by the members of the Damage Assessment Team.
2. One of the following three posters is to be used
 - A. "SAFE FOR OCCUPANCY" GREEN POSTER
 - No damage to structural elements.
 - No damage to utilities.
 - There is only minor damage to walls or roof affecting weather resistance.
 - Generally 10% or less damage.
 - B. "LIMITED ENTRY" YELLOW POSTER
 - There is structural damage to a portion of the building.
 - The building needs utility or weather resistance repairs.
 - The building may be occupied safely.
 - Generally greater than 10% and less than 50% damage.
 - C. "THIS BUILDING IS UNSAFE" RED POSTER
 - There is major structural damage.
 - No occupancy is allowed.
 - May or may not need to be demolished.
 - Generally more than 50% damage.
3. If there is immediate danger to life from failure or collapse, the Damage Assessment Team leader shall inspect and, as appropriate, sign or have the Building Official sign a demolition order or have the appropriate entities shore-up the structure.

I. Emergency Support Function #4 - Fire Fighting

Primary Agency

Winchester Fire & Rescue Department

Secondary/Support Agencies

Police Department

Emergency Communications

City Sheriff

Introduction

Purpose:

Emergency Support Function (ESF) #4 – Fire Fighting directs and controls operations regarding fire prevention, fire detection, fire suppression, rescue, and hazardous materials incidents; as well as to assist with warning and alerting, communications, evacuation, and other operations as required during an emergency.

Scope:

ESF #4 manages and coordinates fire-fighting activities including the detection and suppression of fires, provides personnel protective equipment, equipment, and supplies to support the agencies involved in the fire-fighting operations.

Policies:

- Priority is given to public and fire fighter safety and protecting property (in that order).
- For efficient and effective fire suppression mutual aid may be required through the implementation of local, regional, and/or statewide mutual aid agreements. Operations require the use of the Incident Command System together with compatible equipment and interoperable communications.
- Personnel will stay up to date with procedures through education and training.

Concept of Operations

General:

Winchester's Fire and Rescue Department is prepared to assume primary operational control in fire prevention strategies, fire suppression, and hazardous material incidents. ESF # 10 – Oil and Hazardous Materials Fire department personnel who are not otherwise engaged in emergency response operations will assist other local agencies in warning and alerting the public, evacuation, and communications as is necessary and appropriate during an emergency situation.

When the Emergency Support Function is activated all requests for fire-fighting support will be submitted to the Emergency Operations Center (EOC) either directly or through the Emergency Communications Center (ECC) for coordination, validation, and/or action.

The Director of Emergency Management or his/her designee will determine the need to evacuate large areas and will issue orders for evacuation or other protective measures as needed. However, the Incident Commander may order an immediate evacuation prior to requesting or obtaining approval, if in their judgment this action is necessary in order to safeguard lives and property. Should an evacuation become necessary the warning and instructions will be communicated through the appropriate means as identified in ESF #2. In addition, Law Enforcement will use mobile loudspeakers, bullhorns, or go door to door to ensure that all affected residents have received the warning.

During an evacuation in which a large number of citizens are sheltered, Winchester's Fire and Rescue Department will coordinate the positioning of an on site EMS unit to support the shelter operation.

Organization:

A fire representative will be assigned to the EOC in order to coordinate the fire service response. The fire representative will be a part of the EOC staff and will assist with the overall direction and control of emergency operations.

The Fire and Rescue Department will implement evacuations and the Police Department will assist and provide security for the evacuated area. In the event of a hazardous materials incident, the Incident Commander shall implement immediate protective actions to include evacuation as appropriate based on the incident.

Actions

- Develop and maintain plans and procedures to provide fire and rescue services during emergencies;
- Document expenses and continue for the duration of the emergency;
- Check fire fighting and communications equipment;

- Fire Service representatives shall report to the Winchester Emergency Operations Center (EOC) to assist with operations as requested;
- Fire department personnel may be asked to assist with warning and alerting, evacuating, communications,
- Follow established procedures in responding to fires and hazardous materials incidents and in providing rescue services; and
- Requests mutual aid from neighboring jurisdictions as needed.

Responsibilities

- Fire prevention and suppression;
- Emergency medical treatment;
- Hazardous materials incident response and training;
- Radiological monitoring and decontamination;
- Assist with evacuation;
- Search and rescue;
- Temporary shelter for evacuees at designated fire stations;
- Assist in initial warning and alerting;
- Provide qualified representative to assist in the EOC;
- Request assistance from supporting agencies when needed prior to the establishment of the EOC;
- Arrange direct liaison with fire chiefs in the area;
- Implement Mutual Aid as needed.

Emergency Support Function #5 – Emergency Management

Primary Agency

Emergency Management

Secondary/Support Agencies

Winchester Fire & Rescue Department

Winchester Police Department

Information Technology

Planning and Zoning

Public Works

Finance

American Red Cross

Salvation Army

Faith Based

VOAAD – Volunteer Organizations Assisting at Disasters

City Sheriff

Introduction

Purpose:

Emergency Support Function (ESF) #5 - Emergency Management directs, controls, and coordinates emergency operations from the Winchester Emergency Operation Center (EOC) utilizing the Incident Command System. ESF #5 must ensure the implementation of actions as called for in this plan, coordinate emergency information to the public through ESF #2, and coordinate with the Virginia State Emergency Operation Center (VEOC) should outside assistance be required.

Scope:

ESF #5 serves as the support for all local departments and agencies across the spectrum of incident management from prevention to response and recovery. ESF #5 facilitates information flow in the pre-incident prevention phase in order to place assets on alert or to pre-position assets for quick response. During the response phase, ESF #5 activities include those functions that are critical to support and facilitate multi-agency planning and coordination. This includes alert and notification, deployment and staffing of emergency response teams, incident action planning, coordination of operations, logistics and material, direction and control, information management, facilitation of requests for assistance, resource acquisition and management (to include allocation and tracking), worker safety and health, facilities management, financial management, and other support as required.

Policies:

- Emergency Support Function #5 provides an overall locality wide multi-agency command system implemented to manage operations during a disaster.
- The Incident Command System (ICS) can be used in any size or type of disaster to control response personnel, facilities, and equipment.
- The Incident Command System principles include use of common terminology, modular organization, integrated communications, unified command structure, coordinated action planning, manageable span of control, pre-designated facilities, and comprehensive resource management.
- ESF #5 staff supports the implementation of mutual aid agreements to ensure seamless resource response.
- Provides representatives to key staff positions on Emergency Response Teams.
- Departments and agencies participate in the incident action planning process, which is coordinated by ESF #5.

Concept of Operations

General:

The Coordinator of Emergency Services will assure the development and maintenance of SOPs on the part of each major emergency support service. Generally, each service should maintain current notification rosters, designate and staff the Emergency Operations Center, designate an EOC representative(s), establish procedures for reporting appropriate emergency information, develop mutual aid agreements with like services in adjacent localities, and provide ongoing training to maintain emergency response capabilities. Emergency Management officials and agencies assigned responsibilities by this plan should be aware of the hazards that have the greatest potential for a local disaster and are most likely to occur.

When an emergency threatens, available time will be used to implement increased readiness measures. The Coordinator of Emergency Management will assure that all actions are completed as scheduled.

The EOC support staff will include a recorder, message clerk, and other support personnel as required in order to relieve the decision-making group of handling messages, maintaining logs, placing maps, etc. Procedures for these support operations should be established and maintained. An EOC wall map should be prepared and be readily accessible.

The Planning Section will produce situation reports, which will be distributed to the EOC staff, on-scene incident command staff, and the VEOC. The staff of the EOC will support short term and long term planning activities. Plans will be short and concise. The EOC staff will record the activities planned and track their progress. The response priorities for the next operational period will be addressed in the Incident Action Plan (IAP).

Organization:

Emergency operations will be directed and controlled from the Emergency Operations Center (EOC). The EOC staff will consist of the Director, Coordinator, and Deputy Coordinator of Emergency Management, and key agency/department heads or their designated representatives. The succession of authority within these key departments should be available in the EOP or Continuity of Operations Plan (COOP). The list should include information on both elected and designated positions; other positions may be outlined in state or local statutes. EOC support personnel to assist with communications, internal logistics, finance, external affairs and administration will also be designated. The Director of Emergency Management or the designee will be available for decision-making as required. The Director of Emergency Management or the designee is also responsible for coordinating the development and implementation of hazard mitigation plans. The directors of regulatory agencies or designees are responsible for enforcing compliance with rules, codes, regulations, and ordinances.

The Incident Commander will utilize the Incident Command System. Depending on the nature and scope of the incident it may be handled solely by the Incident Commander, or it may require coordination with the Emergency Operations Center (EOC). In major disasters there may be more than one incident command post. The Incident Commander will generally be a representative from the Primary Agency.

The regulatory agencies and governing bodies play an important role as they must pass and implement the rules, regulations, codes, and ordinances, which would reduce the impact of a disaster. Local government agencies and volunteer emergency response organizations assigned disaster response duties are responsible for maintaining plans and procedures. These agencies are also responsible for ensuring that they are capable of performing these duties in the time of an emergency. In addition, these agencies are responsible for introducing areas where new/revised codes, regulations, and ordinances may mitigate a particular hazard to the attention of the City Manager and the Winchester City Council, in coordination with the Coordinator for Emergency Management.

The Coordinator of Emergency Management will assure the development and maintenance of established procedures on the part of each major Emergency Support Function. Generally, each agency should maintain current notification rosters, designate staffing as appropriate for an official agency operation center, if applicable, designate EOC representatives, establish procedures for reporting appropriate emergency information, and provide ongoing training to maintain emergency response capabilities.

The Coordinator of Emergency Management will assure that all actions are completed as scheduled. The City Manager may close facilities, programs, and activities in order that employees who are not designated "emergency service personnel" are not unnecessarily placed in harm's way.

The Coordinator of Emergency Management will coordinate training for this emergency support function and conduct exercises involving the EOC.

Actions

- Develop and maintain a capability for emergency operations and reflect it in the Emergency Operations Plan.
 - a. Make individual assignments of duties and responsibilities to staff the EOC and implement emergency operations;
 - b. Maintain a notification roster of EOC personnel and their alternates;
 - c. Establish a system and procedure for notifying EOC personnel;
 - d. Identify adequate facilities and resources to conduct emergency operations at the EOC;
 - e. Coordinate Emergency Management mutual aid agreements dealing with adjacent jurisdictions and relief organizations, such as the American Red Cross;
 - f. Develop plans and procedures for providing timely information and guidance to the public in time of emergency through ESF #2;
 - g. Identify and maintain a list of essential services and facilities, which must continue to operate and may need to be protected;
 - h. Test and exercise plans and procedures; and
 - i. Conduct community outreach/mitigation programs.
- Ensure compatibility between this plan and the emergency plans and procedures of key facilities and private organizations within the locality;
- Develop accounting and record keeping procedures for expenses incurred during an emergency;
- Define and encourage hazard mitigation activities, which will reduce the probability of the occurrence of disaster and/or reduce its effects
- Provide periodic staff briefings as required;
- Prepare to provide emergency information to the public in coordination with ESF #2;
- Provide logistical support to on scene emergency response personnel;
- Maintain essential emergency communications through the established communications network in coordination with ESF #2;
- Provide reports and requests for assistance to the Virginia EOC;
- Compile and initial damage assessment report and send to the Virginia EOC; and
- Coordinate requests for non-mutual aid assistance.

Responsibilities

- Activates and assembles Winchester's emergency assets and capabilities;
- Coordinates with City Departments/Agencies and emergency management organizations;
- Coordinates short and long term planning activities;
- Maintains continuity of government;
- Directs and controls emergency operations;
- Submits state required reports and records;
- Conducts initial warning and alerting; and
- Provides emergency public information through ESF #2.

Tab 1 to Emergency Support Function #5

EMERGENCY MANAGEMENT ORGANIZATION AND TELEPHONE LISTING

<u>Position</u>	<u>Name</u>	<u>Work Phone</u>	<u>Home Phone</u>
Emergency Services Director		-	-
Deputy Director			
Deputy Director		-	-
Emergency Services Coordinator		-	-
Deputy Coordinator		-	-
Police		-	-
Sheriff		-	-
Fire and Rescue Chief		-	-
Fire and Rescue Operations Captain		-	-
Utility Director		-	-
Utilities Supervisor		-	-
Public Works Director		-	-
Director Emergency Communications Center		-	-
District Health Director		-	-
Director of Parks & Recreation		-	-
City Assessor		-	-
Director of Facilities		-	-
Director of Social Services		-	-
City Attorney		-	-
Public Information Officer		-	-

Tab 2 to Emergency Support Function #5

PRIMARY EOC STAFFING

Skeletal Staffing

Coordinator of Emergency Management
Deputy Coordinator of Emergency Management
Message Clerk
Phone Operator
Public Information Officer

Full Staffing

Director of Emergency Management
Coordinator of Emergency Management
Deputy Coordinator of Emergency Management
Police Department Representative
Fire and Rescue Chief or Designee
Superintendent of Schools or Designee
Health Department Representative
Director of Social Services or Designee
American Red Cross
Message Clerks (2)
PIO Officer
Utility Director or Designee
Director of Public Works or Designee
City Attorney
Director of Finance or Designee
Director of Information Technology or Designee
Messengers (2)
Status Board/Map Assistants (2)
Plotter Security
Phone Operators (2)

Public Information/Rumor Control
Public Information Officer
Phone Operator(s) (As required)
Message Clerk(s) (As required)
Messenger(s) (As required)
Security

ALTERNATE EOC STAFFING

(To be completed during Increased Readiness)

Emergency Support Function #6 – Mass Care, Housing, Human Resources

Primary Agency

Department of Social Services

Secondary/Support Agencies

Winchester Public Schools

Winchester Transit

Winchester Police Department

Winchester Fire and Rescue

American Red Cross

Salvation Army

Faith Based

Virginia Voluntary Organizations Active in Disaster (VVOAD)

Health Department

Virginia Department of Mental Health, Mental Retardation and Substance Abuse Services

NOAHS Wish

City Sheriff

Introduction

Purpose:

Emergency Support Function (ESF) #6 receives and cares for persons who have been evacuated, either from a high-risk area in anticipation of an emergency or in response to an actual emergency.

Scope:

ESF #6 promotes the delivery of services and the implementation of programs to assist individuals, households, and families impacted by an incident. This includes economic assistance and other services for individuals. ESF #6 includes three primary functions: Mass Care, Housing, and Human Services.

- **Mass Care** involves the coordination of non medical mass care services to include sheltering of victims, organizing feeding operations, providing emergency first aid at designated sites, collecting and providing information on victims to family members, and coordinating bulk distribution of emergency relief items.

- **Housing** involves the provision of assistance for short- and long-term housing needs of victims.
- **Human Services** include providing victim related recovery efforts such as counseling, identifying support for persons with special needs, expediting processing of new benefits claims, assisting in collecting crime victim compensation for acts of terrorism, and expediting mail services in affected areas.

Policies:

Potential hazards may require an evacuation. The actual situation will determine the scope of the evacuation and the number of evacuees who will utilize a shelter.

The Coordinator for Emergency Management will determine if a shelter is to be opened and will also select the shelter site(s) in coordination with the primary response agency and the agency that is the provider of the site.

All government/volunteer/private sector resources will be utilized as necessary.

As needed, sheltering, feeding and emergency first aid activities will begin immediately after the incident is identified. Staging of facilities may occur before the incident when the incident is anticipated.

Information about persons identified on shelter lists, casualty lists, hospital admission, etc., will be made available to family members to the extent allowable under confidentiality regulations.

Efforts will be made to coordinate among agencies providing information to minimize the number of inquiry points for families.

Concept of Operations**General:**

In the event of a small-scale evacuation, shelter and care may be provided at the nearest public safety facility, which could include public schools, fire stations. Winchester motels and churches may also be used to shelter evacuees. In the event of a large-scale evacuation/displacement of residents, or when the Coordinator along with the Incident Commander decides that a larger facility is required, he will advise the Superintendent of Schools and the Department of Social Services. The Superintendent of Schools will then activate one or more of the schools in the city as shelter center(s) and will designate a manager to be responsible for operations at the facility. The Department of Social Services will be responsible for registration and record keeping. The American Red Cross will assist with operations and management at each facility.

Evacuees will be advised to bring the following items with them if time and circumstances permit: one change of clothing, special medicines, baby food and supplies if needed, and sleeping bags or blankets.

Upon arrival, registration forms will be completed for each individual/family. Records will be maintained on the whereabouts of all evacuees throughout emergency operations. The American Red Cross and the Salvation Army may provide food and clothing, and assist in shelter operations in accordance with the Statement of Understanding with the City of Winchester and the Commonwealth of Virginia.

The Department of Social Services will assure that handicapped, and other special needs populations are provided for in the time of an emergency. A current roster and a resources list should be maintained. Public information materials should be modified for these populations so that they will be aware of the primary hazards and of mitigation and response actions to be taken.

Should crisis-counseling services be required, trained mental health professionals will be provided by Winchester Community Services Boards, in conjunction with the Department of Mental Health, Mental Retardation and Substance Abuses Services (DMHMRSAS).

Daily situation reports will be provided to the Winchester Emergency Operations Center (EOC) about the status of evacuees and of operations at the shelter center(s). The Winchester EOC will then relay information to the Virginia EOC. Adequate records must be maintained for all costs incurred in order to be eligible for post-disaster assistance.

Organization:

The Department of Social Services, assisted by the Superintendent of Schools and the American Red Cross, is responsible for the reception and care of evacuees. Public school employees may be assigned support tasks. The Winchester Police Department or a private security company will provide security. The Virginia Department of Health, Lord Fairfax Health District along with EMS providers will provide first aid and limited medical care service at the shelter(s).

Actions

- Identify shelter facilities and implement Memorandum of Agreement (MOA) and other agencies;
- Develop plans and procedures to transport, receive, and care for an indeterminate number of evacuees;
- Determine the maximum capacities for each potential shelter;
- Designate managers and other key staff personnel;
- Develop plans and procedures to receive and care for persons with disabilities evacuated from residential homes and treatment facilities that operate 24 hours a day, 7 days a week;

- Develop plans and procedures to receive and care for the animals of the evacuees in coordination with ESF #11;
- Provide mass transportation as required;
- Provide mass feeding as required; and
- Document expenses.

Responsibilities

- Activates support agencies.
- Coordinates logistical and fiscal activities for ESF #5.
- Plans and supports meetings with secondary agencies, and ensures all agencies are informed and involved.
- Coordinates and integrates overall efforts.
- Provides registration and record keeping.
- Provides crisis-counseling services as required.
- Provides emergency welfare for displaced persons.
- Coordinates release of information for notification of relatives.
- Provides assistance for special needs population.
- Assists in provisional medical supplies and services.
- Provides available resources such as cots and ready to eat meals.
- Coordinates evacuee transportation.

Tab 1 to Emergency Support Function #6

SHELTER CENTER REGISTRATION FORM

American Red Cross		DISASTER SHELTER REGISTRATION	
Family Last Name _____		Shelter Location _____	
_____		Shelter Telephone No. _____ Date of Arrival _____	
Names	Age	Medical Problem <input type="checkbox"/> Killed <input type="checkbox"/> Injured <input type="checkbox"/> Hospitalized	Referred to Nurse
_____		_____	
Man _____		<input type="checkbox"/> I do, <input type="checkbox"/> do not, authorize release of the above information concerning my whereabouts or general condition.	
Woman (Include Maiden Name) _____			
Children in Home _____		Signature _____	
_____		Date Left Shelter _____ Time Left Shelter _____	
Family Member not in Shelter (Location if Known) _____		Post-disaster Address and Telephone Number _____	
_____		_____	
SHELTER MASTER FILE _____		AMERICAN RED CROSS FORM 5972 (5-79) _____	

This "Disaster Shelter Registration" form (#5972) is the standard form used by all American Red Cross Shelter Centers. It is a four-part form with the back copy made of card stock. Copies are distributed within the Shelter Center for various functions such as family assistance and outside inquiry. This form should be kept on hand locally in ready-to-go Shelter Manager Kits. It is available from the American Red Cross National Office through local chapters. They recommend keeping 150 forms for every 100 expected evacuees.

Tab 2 to Emergency Support Function #6

**SPECIAL NEEDS PEOPLE WHO REQUIRE ASSISTANCE
IN TIME OF EMERGENCY**

A listing of such persons is maintained by the Winchester Department of Social Services. Whenever the Emergency Operations Center (EOC) is in operation, this listing will be on hand with the Department of Social Services' representative.

Emergency Support Function #7 - Resource Support

Primary Agency

Finance and Purchasing

Secondary/Support Agencies

Information Technology

American Red Cross

Salvation Army

VVOAD

Faith Based Organizations

Introduction

Purpose:

Emergency Support Function #7 will identify, procure, inventory, and distribute critical resources, in coordination with other local and state governments, the federal government, private industry, and volunteer organizations, to effectively respond to and recover from the effects of a disaster. ESF #7 functions with the Logistics Support Annex.

Scope:

ESF #7 provides support for requirements not specifically identified in other ESFs. Resource support may continue until the disposition of excess and surplus property is completed. The Winchester EOC will determine what resources are needed and then ESF #7 will collect and distribute those goods by means of a Point of Distribution (POD). Goods that may be needed could include, but may not be limited to; ice, water, tarps, blankets, clothes, and non-perishable foods.

Policies:

- The initial emergency response will be dependent upon Winchester's public and private resources;
- Adequate local resources do not exist to cope with a catastrophic incident;
- Identified public and private sector resources that will be available when needed for emergency response;
- Determine necessary personnel and supplies will be available to support emergency resource response;
- If local resources are depleted, assistance may be requested through the EOC to the Virginia Emergency Operations Center (VEOC);
- Local departments and agencies will use their own resources and equipment during incidents and will have control over the management of the resources as needed to respond to the situation;
- The Coordinator of Emergency Management will initiate the commitment of resources from outside government with operational control being exercised by the on-site commander of the service requiring that resource; and
- All resource expenditures will be reported

*Concept of Operations***General:**

The Department of Finance and Purchasing in cooperation with the Department of Emergency Management will identify sites and facilities that will be used to receive, process, and distribute equipment, supplies and other properties that will be sent to the disaster area. The necessary equipment, staff, communications, and security support to these facilities and sites will be provided by local, state, federal governments, volunteer organizations, and public or private security as required. This process must be closely coordinated with state and federal emergency management officials, local governments in the region, and the media.

The Department of Finance and Purchasing will be responsible for securing and providing the necessary resource material and expertise in their respective areas, through public as well as private means, to efficiently and effectively perform their duties in the event of an emergency. Resource lists will be developed and maintained that detail the type, location, contact arrangements, and acquisition procedures of the resources identified as being critical. Mutual aid agreements will be developed and maintained with adjacent jurisdictions, private industry, quasi-public groups, and volunteer groups, as appropriate, to facilitate the acquisition of emergency resources and assistance.

The City Manager/Director of Emergency Management and Coordinator of Emergency Management, in coordination with the City Attorney, Finance Director and Purchasing Agent will assist city departments in the procurement of the necessary resources, to include the contracting of specialized services and the hiring of additional personnel, to effectively respond

to and recover from the emergency at hand. Records of all expenditures relating to the emergency/disaster will be maintained.

Potential sites for local and regional Points of Distribution (PODs) will be identified, if necessary, and strategically located to facilitate recovery efforts. Priorities will be set regarding the allocation and use of available resources. See Tab A

Organization:

All departments will be responsible for identifying essential resources in their functional area to successfully carry out their mission of mitigating against, responding to, and recovering from the devastating effects of disasters that could occur within their jurisdiction. All departments will coordinate their resource needs with the local Finance Director and Purchasing Agent.

The Director of the Social Services Department, assisted by public relief organizations, will be in charge of coordinating the relief effort to meet the immediate needs of the stricken population in terms of food, water, housing, medical, and clothing. (See ESF #6 and #11)

Actions

- Identify essential resources to carry out missions in each functional area and to support operations of critical facilities during the disaster;
- Designate local department(s) responsible for resource management;
- Develop contingency plans to provide emergency lighting, procure and distribute emergency water and provide sewage disposal, if necessary;
- Identify personnel requirements and training needs to effectively carry out the mission;
- Develop resource lists that detail type, location, contact arrangements, and acquisition procedures for critical resources;
- Prepare mutual aid agreements with surrounding jurisdictions to augment local resources;
- Review compatibility of equipment of local departments and surrounding jurisdictions and identify specialized training or knowledge required to operate equipment;
- Develop SOPs to manage the processing, use, tracking, inspection, and return of resources coming into the area;
- Identify actual or potential facilities and ensure they are ready and available to receive, store, and distribute resources (government, private, donated);
- Develop training/exercises to test plan, and to ensure maximum use of available resources;
- Coordinate and develop prescribed announcements with Public Information Office, ESF #2 regarding potential resource issues and instructions (e.g., types of resources required, status of critical resource reserves, recommended contingency actions, etc.); and
- Contract with federal and state agencies, as well as private industry for additional resources, equipment, and personnel, if necessary.

Responsibilities

- Locates, procures, and issues resources to other agencies to support the emergency response or to promote public safety.
- Locates and coordinates the use of available space for incident management activities.
- Coordinates and determines the availability and provision of consumable supplies.

Emergency Support Function #8 – Public Health and Medical and Mortuary Services

Primary Agency

Virginia Department of Health, Lord Fairfax Health District
Winchester Fire and Rescue

Secondary/Support Agencies

Emergency Management
Department of Social Services
Winchester Police Department
Winchester Medical Center
Department of Chief Medical Examiner
Virginia Funeral Directors' Association
Public Information Officer
Society for the Prevention of Cruelty to Animals (SPCA)
City Sheriff

Introduction

Purpose:

Emergency Support Function (ESF) #8 – Health and Medical provides for coordinated medical, public health, mental health, and emergency medical services to save lives in the time of an emergency. These health and medical needs are to include veterinary and/or animal health issues when appropriate in accordance with ESF # 11 and coordinate Mortuary Services.

Scope:

ESF #8 meets public health and medical needs of victims affected by an incident. This support is categorized in the following way:

- Assessment of public health/medical needs;
- Public health surveillance;
- Medical care personnel and medical equipment and supplies; and
- Detect mental health issues and prevent harmful stress levels in the general public.
- Coordination of Mortuary Services

Policies:

- The Health Department coordinates all ESF #8 response actions using its own internal policies and procedures and in coordination with the Winchester Department of Emergency Management;
- Each ESF #8 organization is responsible for managing its respective response assets after receiving coordinating instructions;
- The Public Information Officer (PIO) is authorized to release general medical and public health response information to the public after consultation with the Health Department and approval of the Emergency Operations Center (EOC)
- The Health Department determines the appropriateness of all requests for public health and medical information; and
- The Health Department is responsible for consulting with and organizing public health and subject matter experts as needed.

Concept of Operations**General:**

During a threatened or actual emergency, the Director of Health or his designated representative will direct coordinated health, medical, and rescue services from the Emergency Operations Center (EOC). Coordination will be effected with adjacent jurisdictions as required.

Should a disaster substantially overwhelm local medical and rescue resources, support and assistance will be requested from medical institutions and emergency medical service (EMS) providers in neighboring jurisdictions. The crisis augmentation of trained health and medical volunteers may also be appropriate. Essential public health services, such as food and water inspections, will be provided by the Health Department as augmented by state-level resources and manpower. Public health advisories will be issued only after coordination with the EOC.

During an evacuation in which a large number of evacuees are sheltered in the shelter center, local EMS providers and/or the Winchester Health Department will set up and staff an emergency medical aid station in the shelter center. The Winchester Police Department or private security firm will provide security and the Health Department will monitor food safety and shelter sanitation, provide disease surveillance and conduct investigations if warranted. The Community Services Board will provide mental health services.

In disasters involving a large number of casualties, the Office of the Chief Medical Examiner (OCME) may request assistance from local funeral directors. The OCME must identify the deceased before they are released to funeral homes. A large building may need to be designated to serve as a temporary morgue. The Virginia Funeral Directors Association will provide equipment, supplies, and manpower as needed for such a localized disaster (See Tab 4).

Organization:

A Fire & Rescue EMS representative will be assigned to the Emergency Operations Center (EOC) in order to coordinate the EMS response. The EMS representative will be a part of the EOC staff and will assist with the overall direction and control of emergency operations. All emergency medical service vehicles are dispatched through the Winchester Emergency Communications Center (ECC).

The locality is also served by Air Care MEDEVAC services operating out of 1 Hospital (See Tabs 1 and 3).

Because of their speed, vertical flight, and minimal landing requirements, MEDEVAC helicopters are able to respond quickly to emergency situations and provide rapid evacuation of seriously injured and, in some cases, critically ill patients to specialty care centers (e.g., trauma centers). Each MEDEVAC helicopter consists of a specialty pilot and crew in addition to the latest life support and communications equipment.

There are 79 EMS providers serving Winchester, which will provide emergency medical transportation, assist with the evacuation of endangered areas, and assist in land search and rescue operations. Winchester's funeral homes will assist the Health Department and the Chief Medical Examiner's Office in disasters involving mass casualties.

The following organizations provide emergency health services in Winchester:

Virginia Health Department – Lord Fairfax Health District
 Winchester Fire & Rescue
 Valley Health Systems
 Winchester Medical Center

Actions

- Designate an individual to coordinate medical, health, and rescue services;
- Develop and maintain procedures for providing a coordinated response;

- Maintain a roster of key officials in each medical support area.
- Establish a working relationship and review emergency roles with the local hospital and emergency medical services providers;
- Activate the agency emergency response plan;
- Implement mutual aid agreements as necessary;
- The Virginia Department of Health, Lord Fairfax Health District representative will report to the Emergency Operations Center (EOC);
- Coordinate medical, public health, and mental health services;
- Provide laboratory services to support emergency public health protection measures;
- Obtain crisis augmentation of health/medical personnel (e.g., physicians, nurse practitioners, laboratory technicians, pharmacists, and other trained volunteers) and supplies as needed;
- Maintain records and monitor the status of persons injured during the emergency;
- Assist the Office of Chief Medical Examiner in the identification and disposition of the deceased;
- Consolidate and submit a record of disaster-related expenses incurred by Health Department personnel; and associated department and agencies as appropriate.
- Assist with the damage assessment of water and sewage facilities, as required.
- Coordinate, as needed, the distribution of vaccines and or other medications in coordination with the Virginia Department of Health, Lord Fairfax Health District in accordance with procedures related to the designated Point of Distribution (POD) Tab 5

Responsibilities

- Provide personnel, equipment, supplies and other resources necessary to coordinate plans and programs for public health activities during an incident;
- Inspect and advise on general food handling and sanitation matters;
- Establish communications with ESF # 5 to report and receive assessments and status information;
- Coordinate through the Public Information Officer, ESF #2 dissemination of disaster related public health information to the public;
- Provide preventive health services;
- Coordinate with hospitals and other health providers in response to health needs;
- Provide investigation, surveillance, and take measures for containments of harmful health effects;
- Provide coordination of laboratory services;
- Coordinate with hospital medical control on patient care issues and operations;
- Coordinate transportation of the sick and injured with area hospital(s) or receiving facilities and other EMS agencies;
- Coordinate behavioral health activities among response agencies;
- Assess behavioral health needs following an incident, considering both the immediate and cumulative stress resulting from the incident.
- Coordinate through the Public Information Officer, ESF #2 the dissemination of public education on critical incident stress and stress management techniques;
- Provide outreach to serve identified behavioral health needs;

- Coordinate with ESF #6 to identify shelter occupants that may require assistance;
- Provide water control assistance;
- Local/Regional hospitals will provide medical care for those injured or ill;
- Assist in expanding medical and mortuary services to other facilities, if required; and
- Identify deceased with assistance from local law enforcement and Virginia State Police.

Tab 1 to Emergency Support Function #8

HEALTH AND MEDICAL RESOURCES

Hospital

1. Number of Physicians - ___ active; ___ with privilege, including the ___ active
2. Number of RNs - ___
3. Number of LPNs - ___
4. Number of Nursing Assistants - ___

Hospital

1. Number of Physicians - ___ staff; ___ interns
2. Number of RNs - ___
3. Number of LPNs - ___
4. Number of Nursing Assistants - ___

Hospital

1. Number of Physicians - ___
2. Number of RNs - ___
3. Number LPNs - ___
4. Number of Nursing Assistants - ___

Lord Fairfax Health District

Environmental Health Supervisor:

Sanitarians:

Nursing Supervisor:

Public Health Nurses:

Office Support Supervisors (Clerical):

MEDEVAC

In the event that MEDEVAC transport is required, this locality uses service from _____, which is approximately _____ minutes from the requesting hospital.

Tab 2 to Emergency Support Function #8

EMERGENCY MEDICAL SERVICES PROVIDERS

Provider	Location	Number of Licensed Vehicles
City of Winchester – F & R D Friendship Fire Co. – Station 1	627 N. Pleasant Valley Road	ALS Transport - 2 BLS Transport - 0 First Responder - 2
City of Winchester – F & R D Rouss Fire Co. – Station 2	3 S. Braddock Street	ALS Transport – 0 BLS Transport – 0 First Responder - 2
City of Winchester – F & R D Shawnee Fire Co. – Station 4	2210 Valor Drive	BLS Transport – 0 First Responder – 2 ALS Transport – 2
City of Winchester – F & R D South end Fire CO. – Station 5	17 W. Monmouth Street	ALS Transport - 2 BLS Transport - 0 First Responder – 2
City of Winchester – F & R D	231 E. Piccadilly Street Suite 330	ALS Transport – 0 BLS Transport – 0 First Responder – 2
1/23/09 We are waiting to hear back from Fred. Co. with numbers on secondary/mutual aid responses.		

Tab 3 to Emergency Support Function #8

**COMMONWEALTH OF VIRGINIA
EMERGENCY MEDEVAC SERVICES**

HELICOPTER MEDEVAC	ALERT	NON-EMERGENCY
ARIES – (Fairfax County Police)	(703) 280-0840/WAWAS	(703) 830-3015
AIR CARE (Winchester Regional Airport)	(202) 619-7310/WAWAS	(202) 426-6969
EAGLE – 182 – (U.S. Park PD, D.C.)		
LIFEGUARD 10 (Carilion Health Systems)	(703) 344-4357	(703) 342-7503
MEDEVAC (Ft. Belvoir)	(703) 664-6565	(703) 664-4401
MED-FLIGHT-1 (VSP Chesterfield)	(800) 468-8892	(804) 674-2089
MED-FLIGHT – 2 (VSP Abingdon)	(800) 433-1028	(276) 466-3188
MEDICAL AIR CARE (INOVA-Fairfax)	(800) 258-8181	(703) 698-2930
MED STAR (Com., D.C.)	(800) 824-6814	(202) 877-7234
NIGHTINGALE (Norfolk General)	(800) 572-4354	(757) 628-2435
986 th MEDEVAC (VNG – Richmond)	(804) 222-4580	(804) 222-4580
PEGASUS (UVA Charlottesville)	(434) 522-1826	(434) 924-9287

Tab 4 to Emergency Support Function 8

**VIRGINIA FUNERAL DIRECTORS ASSOCIATION, INC.
MORTUARY DISASTER PLAN ORGANIZATION****Mission:**

To develop an efficient and effective management response system during mass fatality disaster situations to facilitate the preparation, processing, and release of deceased human remains to the next of kin or family representative.

Concept of Operations:

In the event of a mass fatality disaster situation, the Virginia Emergency Operations Center (VEOC) will contact the Office of the Chief Medical Examiner (OCME), who will notify the Virginia Funeral Directors Association (VFDA). Once contacted by the OCME, the VFDA will activate the Mortuary Response Plan and response teams. The VFDA Response Teams will operate under the direction of the District Medical Examiner of the district in which the incident occurred.

In order to ensure a prompt and professional response, the Virginia Funeral Directors Association maintains a resource manual of needed supplies, equipment, and vehicles. If additional resources are necessary to effectively respond to a disaster, the VFDA Executive Director has emergency purchasing authority up to a specified limit. The VFDA also has a specially equipped disaster trailer to assist the State Medical Examiner's Office and other funeral directors in the state with disaster field response.

Organization:

The Virginia Funeral Directors Association (VFDA) is responsible for the statewide coordination of the mortuary activities in the state. Each district has a response team comprised of members who have completed training in the VFDA-approved program that qualifies them as certified disaster coordinators. The VFDA response teams will provide support in recovery, evacuation, and identification of the remains.

The OCME is by law responsible for the deceased. Virginia is divided into four medical examiner districts that include the Northern Virginia District based in Fairfax (which includes Winchester), the Western District based in Roanoke, the Central District based in Richmond, and the Tidewater District based in Norfolk.

Tab 5 to Emergency Support Function 8

MEMORANDUM OF UNDERSTANDING POINT OF
DISTRIBUTION LORD FAIRFAX HEALTH DISTRICT AND CITY
OF WINCHESTER

Emergency Support Function #9 - Urban Search and Rescue

Primary Agency

Winchester Police Department
Winchester Fire and Rescue

Secondary/Support Agencies

Virginia Department of Health, Lord Fairfax Health District
American Red Cross
Public Works
Emergency Communications
Building Inspections
City Sheriff

Introduction

Purpose:

Emergency Support Function (ESF) #9 – Urban Search and Rescue provides for the coordination and effective use of available resources for urban search and rescue activities to assist people in potential or actual distress.

Scope:

The locality is susceptible to different natural and technical hazards that could result in the damage or collapse of structures within Winchester. Search and Rescue must be prepared to respond to emergency events and provide special life saving assistance. Their operational activities include locating, extricating, and providing on site medical treatment to victims trapped in collapsed structures. In addition to this, people may be lost, missing, disoriented, traumatized, or injured in which case the search and rescue agency must be prepared to respond to these incidents and implement search and rescue tactics to assist those who are, or believed to be, in distress or imminent danger. Predominately, these search operations occur in “open field” situations, such as parks, neighborhoods, or other open terrain.

Policies:

- The EOP provides the guidance for managing the acquisition of Search and Rescue resources;
- Requests for Search and Rescue will be submitted to the EOC for coordination, validation, and/or action in accordance with this ESF based on the situation;
- Communications will be established and maintained with ESF #5 – Emergency Management to report and receive assessments and status information;

- Will coordinate with State and Federal agencies when necessary;
- Personnel will stay up to date with procedures through training and education; and
- Search and rescue task forces are considered Federal assets under the Robert T. Stafford Act only when requested for a search and rescue for a collapsed structure.

Concept of Operations

General:

The City of Winchester's Fire & Rescue and Police department(s) will be responsible for search and rescue operations during a disaster(s).

Organization:

The Fire Department will be the primary agency in any urban search and rescue operation. Winchester's Public Works and Building Inspections Department will assist in the structural evaluation of buildings and structures (ESF #3).

Winchester Police Department will be the primary agency in any ground searches. The Winchester Salvation Army and/or Winchester Chapter of the American Red Cross in coordination with ESF #6 will assist with support efforts during searches such as mass care feeding; sheltering; bulk distribution; logistics; and health and mental health services for rescue workers, support personnel, and the victims. The Health Department will advise search and rescue medical teams on industrial hygiene issues as they become apparent. The Department of Public Works will assist with any equipment, maps, staff, and vehicles.

The Winchester Police Department will assist with perimeter security and assistance as required. The Fire & Rescue Department will provide medical resources, equipment and expertise. The Emergency Communications Center (ECC) will coordinate and maintain interoperable communications.

Communications will be established and maintained with ESF #5 – Emergency Management to report and receive assessments and status information.

Actions

- Develop and maintain plans and procedures to implement search and rescue operations in time of emergency;
- Provide emergency medical treatment and pre-hospital care to the injured;
- Assist with the warning, evacuation and relocation of citizens during a disaster through coordination with ESF #6;
- The designated representatives should report to the Emergency Operations Center (EOC). When necessary assign duties to all personnel;
- Follow established procedures in responding to urban search and rescue incidents ground search operations; and
- Record disaster related expenses.

Responsibilities

- Manages search and rescue task force deployment to, employment in, and re-deployment from the affected area;
- Coordinates logistical support for search and rescue during field operations;
- Develops policies and procedures for effective use and coordination of search and rescue;
- Provides status reports on search and rescue operations throughout the affected area; and
- Request further assistance from the Virginia Department of Emergency Management through the EOC

Emergency Support Function #10 - Oil and Hazardous Materials

Primary Agency

Winchester Fire & Rescue

Secondary/Support Agencies

Emergency Communications Center

Winchester Police Department

Public Works

Winchester Emergency Management

City Sheriff

Introduction

Purpose:

This section provides information for response to hazardous materials incidents and assists the Local Emergency Planning Committee (LEPC) in meeting its requirements under the Emergency Planning and Community Right to Know Act – SARA Title III.

Scope:

The threat of an incident involving hazardous materials has escalated due to the increase in everyday use and transportation of chemicals by the various segments of society. Hazardous Materials incidents may occur without warning and require immediate response.

Hazardous materials may be released into the environment from a variety of sources including, but not limited to:

- Fixed facilities that produce, generate, use, store or dispose of hazardous materials;
- Transportation accidents, including rail, aircraft, and ground transportation;
- Abandoned hazardous waste sites; and
- Terrorism incidents involving Weapons of Mass Destruction.

Evacuation or sheltering in place may be required to protect portions of the locality. If contamination occurs, victims may require special medical treatment.

The release of hazardous materials may create short and/or long term health, environmental and economic effects depending upon the type of product.

Policies:

- Personnel will be properly trained;
- Fixed Facilities will report annually under SARA Title III;
- Fire and Rescue Chief or the designee will assume primary operational control of all hazardous materials incidents;
- Determine the need to evacuate or shelter in place and coordinate with ESF #6 as necessary;
- Coordinate mutual aid;
- Establish communications with ESF # 5 and ESF #15; and
- Establish interoperable communications as necessary through ESF #2

Concept of Operations

General:

The EOP, the Hazardous Materials Response Plan, and Fire & Rescue SOPs will provide guidance for managing hazardous materials incidents. All requests for hazardous materials support will be submitted to the EOC as needed for coordination, validation, and/or action in accordance with this ESF.

Organization:

The Superfund Amendments and Reauthorization Act of 1986 (SARA Title III) requires the development of detailed procedures for identifying facilities with extremely hazardous materials and for assuring an adequate emergency response capability by these facilities and by local emergency services. A separately published Hazardous Material Emergency Response Plan has been developed for the locality. This plan is considered to be a part of the locality's Emergency Operations Plan (EOP) Annex III.

The Fire and Rescue Chief or designee will assume primary operational control of all hazardous materials incidents.

Mutual aid agreements will be implemented should the incident demand greater resources than are immediately available. The Virginia Department of Emergency Management's (VDEM) Regional Hazardous Materials Officer and Hazardous Materials Response Team may be requested through the Virginia Emergency Operations Center (VEOC).

The Director of Emergency Management or the designee, in conjunction with the Fire and Rescue Chief and VDEM Regional Hazardous Materials Officer, will determine the need to evacuate a large area. Evacuation orders or other protective actions will be issued as needed.

However, the on-scene commander may order an immediate evacuation prior to requesting or obtaining approval, if this action is necessary to protect life and property. Fire, EMS, Emergency Management, and Law Enforcement will coordinate the evacuation of the area in a coordinated effort with ESF #6. Law Enforcement is responsible for providing security for the evacuated area.

Should an evacuation become necessary, warning and directions for evacuation and/or sheltering in place will be disseminated in accordance with ESF #2. Responding agencies will use mobile loudspeakers, bull horns and/or go door-to-door to ensure that residents in the threatened areas have received evacuation warning. The City's Reverse Calling System and the Emergency Alerting System (EAS) may also be utilized as well as other identified systems.

Actions

- Respond to the incident;
- Assess the situation;
- Determine the need for immediate evacuation or sheltering in place;
- Coordinate with the EOC as needed;
- Request assistance through the EOC to the VEOC; and
- Implement Mutual Aid agreements.

Responsibilities

- Develop and maintain the Hazardous Materials Emergency Response Plan;
- Develop procedures aimed at minimizing the impact of an unplanned release of a hazardous material to protect life and property;
- Conduct training for personnel in hazardous materials response and mitigation;
- Follow established procedures in responding to hazardous materials incidents;
- Provide technical information;
- Coordinate control/mitigation efforts with other local, state, and federal agencies; and
- Record expenses

Emergency Support Function #11 - Agriculture and Natural Resources

Primary Agency

Winchester Department of Emergency Management
Winchester Department of Social Services
Winchester Police Department

Secondary/Support Agencies

VPI and SU Extension Agents
Virginia Department of Agriculture
Virginia Department of Health, Lord Fairfax Health District
Society for the Prevention of Cruelty to Animals (SPCA)
Noah's Wish
Virginia Voluntary Organizations Active in Disaster (VVOAD)
City Sheriff

Introduction

Purpose:

Emergency Support Function #11 – Agriculture and Natural Resources works to address the provision of nutrition assistance; control and eradication of an outbreak of a highly contagious or economically devastating animal/zoonotic disease, highly infectious plant disease, or economically devastating plant pest infestation; assurance of food safety and security; and protection of cultural resources and historic property resources during an incident. ESF #11 also includes provisions for sheltering and caring for animals through the creation of an Animal Care and Control Appendice

Scope:

Activities will be undertaken to:

- Identify food assistance needs;
- Obtain appropriate food supplies;
- Arrange for transportation of food supplies to the designated area;
- Implement an integrated response to an outbreak of highly contagious or economically devastating animal disease, infectious exotic plant disease or an economically devastating plant pest infestation;
- Coordinate with Public Health and Medical Services through ESF #8 to ensure that animal/veterinary/and wildlife issues are supported;
- Inspect and verify food safety in distribution and retail sites;

- Conduct food borne disease surveillance and field investigations;
- Coordinate appropriate response actions to conserve, rehabilitate, recover, and restore natural, cultural, and historic properties resources.

Policies:

- Each supporting agency is responsible for managing its assets and resources after receiving direction from the Department of Social Services and Emergency Management;
- Actions will be coordinated with agencies responsible for mass feeding;
- This ESF will encourage the use of mass feeding as the primary outlet for disaster food supplies;
- Schools and institutions may be able to feed the affected population for several days;
- Food supplies secured and delivered are for household distribution or congregate meal service;
- Transportation and distribution may be arranged by volunteer organizations;
- Priority is given to moving supplies into areas of critical need and then to areas of moderate need;
- Animal depopulation activities and disposal will be conducted as humanely as possible;
- Ensure food safety; and
- Care and control of domestic companion animals.

Concept of Operations

General:

The Department of Emergency Management will assume the coordinator's role of the ESF. The coordinator will organize staff based on the four functional areas. It organizes and coordinates resources and capabilities to facilitate the delivery of services, assistance, and expertise.

ESF #11 provides for an integrated response to an outbreak of highly contagious or economically devastating animal/zoonotic disease, exotic plant disease, or economically devastating plant or pest infestation.

ESF #11 also ensures the safety and security of the commercial supply of food (meat, poultry and egg products) following an incident.

ESF #11 identifies, secures and arranges for the transportation of food to areas.

ESF #11 identifies how companion animals will be sheltered and cared for.

Organization:

The coordination depends on what kind of assistance is required at the time. When an incident requires assistance from more than one of the functions, the Department of Emergency Management provides overall direction.

Once the ESF is activated the coordinator will contact appropriate support agencies to assess the situation and determine appropriate actions.

The locality will activate its Emergency Operations Center (EOC). A local emergency may need to be declared to initiate response activities.

For food supply safety and security, the Virginia Department of Agriculture and Consumer Services and the Health Department coordinate the field response.

Actions

- Determine the critical needs of the affected population;
- Catalog available resources and locate these resources;
- Ensure food is fit for consumption;
- Coordinate shipment of food to staging areas;
- Work to obtain critical food supplies that are unavailable from existing inventories;
- Identify animal and plant disease outbreaks;
- Provide inspection, fumigation, disinfection, sanitation, pest termination and destruction of animals or articles found to be contaminated or infected; and
- Create and staff facilities appropriate to shelter and care for companion/pet animals.

Responsibilities

- Provides guidance to unaffected areas as to precautions that may be taken to ensure animal and plant health;
- Ensure proper handling and packing of any samples and shipments to the appropriate research laboratory;
- Provides information and recommendations to the Health Department for outbreak incidents;
- Assigns veterinary personnel to assist in delivering animal health care and performing preventative medicine activities;
- Conduct subsequent investigations jointly with other law enforcement agencies;
- Assess the operating status of inspected meat, poultry and egg product processing, distribution, import and retail facilities in the affected area;
- Evaluate the adequacy of inspectors, program investigators and laboratory services relative to the incident;
- Establish logistical links with organizations involved in long-term congregate meal service;
- Establish need for replacement food products;
- Establish pre-determined facilities and plans to shelter and care for companion/pet animals.

Tab 1 to Emergency Support Function #11

EMERGENCY FOOD CONSUMPTION STANDARDS

Per Person

Food Groups and Food Items Per Week Standard

Meat and meat alternatives (red meat, poultry, fish, shellfish, cheese, dry beans, peas, and nuts)	3 pounds
Eggs.....	6
Milk.....	7 pints
Cereals and cereal products (flour including mixes, corn meal, fresh bakery products, rice, macaroni, and breakfast cereals)	4 pounds
Fruits and vegetables (fresh and frozen).....	4 pounds
Food fats and oils (butter, margarine, lard, shortening, and..... salad and cooking oils)	0.5 pound
Potatoes (white and sweet)	2 pounds
Sugars, syrups, honey, and other sweets.....	0.5 pound
Total (equivalent pounds per week):	27.0

Pet Food

lbs of pet food per animal weight

Emergency Support Function #12 - Energy

Primary Agency

Emergency Management

Secondary/Support Agencies

Public Utilities

State Corporation Commission

Department of Mines, Minerals, and Energy

Shenandoah Valley Co-Op

Shenandoah Gas

Administration/PIO

Introduction

Purpose:

Describe procedures to restore the public utility systems critical to saving lives; protecting health, safety and property, and to enable ESFs to respond.

Scope:

ESF #12 will collect, evaluate, and share information on energy system damage. It will also estimate the impact of energy system outages within the affected area. According to the National Response Framework the term “energy” includes producing, refining, transporting, generating, transmitting, conserving, building, distributing, and maintaining energy systems. Additionally ESF #12 will provide information concerning the energy restoration process such as projected schedules, percent completion of restoration, and other information as appropriate.

Policies:

- Will work to provide fuel, power, and other essential resources to the locality;
- Will work with utility providers to set priorities for allocating commodities;
- Personnel will stay up to date with procedures through education and training;
- Restoration of normal operations at critical facilities will be a priority; and
- Maintain a list of critical facilities and continuously monitor those to identify vulnerabilities

Concept Of Operations

General:

The supply of electric power to customers may be cut off due to severe weather, generation capacity shortages and/or transmission/distribution limitations. Generation capacity shortfalls are more likely to result from extreme hot weather conditions, severe storms, or disruptions to generation facilities. Other energy shortages, such as interruptions in the supply of natural gas or other petroleum products for transportation and industrial uses, may result from extreme weather, strikes, international embargoes, disruption of pipeline systems, or terrorism.

The suddenness and devastation of a catastrophic disaster or other significant event can sever key energy lifelines, constraining supply in impacted areas, or in areas with supply links to impacted areas, and can also affect transportation, communications, and other lifelines needed for public health and safety. There may be widespread and prolonged electric power failures. Without electric power, communications will be interrupted, traffic signals will not operate, and surface movement may become grid locked. Such outages may impact public health and safety services, and the movement of petroleum products for transportation and emergency power generation. Thus, a major, prolonged energy systems failure could be very costly and disruptive.

Organization:

In the wake of such a major disaster, the City of Winchester, through the Emergency Operations Centers (EOC) will be assisted by state-level assets to help in the emergency efforts to provide fuel and power and other essential resources as needed. The priorities for allocation of these assets will be to:

- Provide for the health and safety of individuals and families affected by the event;
- Provide sufficient fuel supplies to local agencies, emergency response organizations, and service stations in critical areas;
- Help energy suppliers obtain information, equipment, specialized labor, fuel, and transportation to repair or restore energy systems;
- Recommend/comply with local and state actions to conserve fuel, if needed;
- Coordinate with local, state, and federal agencies in providing energy emergency information, education, and conservation guidance to the public;
- Coordinate information with local, state, and federal officials and energy suppliers about available energy supply recovery assistance;
- The Winchester Emergency Operations Center (EOC) will send requests to the VEOC for fuel and power assistance.

The private sector will be relied upon to manage independently until it can no longer do so, or until the health, safety, and welfare of citizens are at risk. The industries will be expected to establish their own emergency plans and procedures and to implement them through their own proprietary systems.

The State Corporation Commission (SCC) is the designated commodity manager for natural gas and electric power. The Virginia Department of Mines, Minerals and Energy (DMME) is the commodity manager for petroleum products and for solid fuels.

Following a catastrophic disaster, the Virginia Emergency Operations Center (VEOC), with staff support from SCC and DMME, will coordinate the provision of emergency power and fuel to affected jurisdictions to support immediate response operations. They will work closely with federal energy officials (ESF 12), other Commonwealth support agencies, and energy suppliers and distributors. Winchester will identify the providers for each of their energy resources and list same within Tab 1 of this ESF.

Actions

- Identify, quantify, and prioritize the minimum essential supply of fuel and resources required to ensure continued operation of critical facilities such as public safety, public utilities and schools;
- Monitor the status of all essential resources to anticipate shortages;
- Maintain liaison with fuel distributors and local utility representatives;
- Implement local conservation measures;
- Keep the public informed;
- Implement procedures for determining need and for the distribution of aid;
- Allocate available resources to assure maintenance of essential services;
- Consider declaring a local emergency; and
- Document expenses.

Responsibilities

- Review plans and procedures. Review procedures for providing lodging and care for displaced persons (see ESF #6);
- In the event of a fuel shortage, establish procedures for local fuel suppliers/distributors to serve customers referred to them by local government;
- Keep the public informed and aware of the extent of the shortage, the need to conserve the resource in short supply, and the location and availability of emergency assistance; ESF # 2
- Provide emergency assistance to individuals as required;
- Enforce state and local government conservation programs; and
- Identify resources needed to restore energy systems.

Tab 1 to Emergency Support Functions

WINCHESTER ENERGY PROVIDERS

Commodity	Name	Address	Contact I	Contract II
Electric	SVEC	3463 Valley Pk	868-0097	
Natural Gas	Washington Gas	350 Hillandale Ln.	869-1111	
Propane	Amerigas	352 Fairfax Pk	869-5360	
Propane, Fuel Oil, & Gasoline	Quarles Energy Services	811 Smithfield Ave.	662-3861	
Propane, Fuel Oil, & Gasoline	Southern States	Rt. 11 Stephens City	869-3132	
Fuel Oil & Gasoline	H. N. Funkhouser	2150 S. Loudoun St.	662-8595	
Fuel Oil & Gasoline	Emmart Oil Co.	821 Smithfield Ave.	662-3835	
Propane, Fuel Oil, & Gasoline	Holtzman Oil	Mt. Jackson	540-477- 3131	
Fuel Oil & Gasoline	John D. Glover	1008 Martinsburg Pk	667-1441	

Emergency Support Function #13 - Public Safety and Security

Primary Agency

Winchester Police Department

Secondary/Support Agencies

City Sheriff

Winchester Fire & Rescue Departments

Winchester Emergency Communications Center

Winchester Public Works

Introduction

Purpose:

Emergency Support Function (ESF) #13 – Public Safety and Security is to maintain law and order, to provide public warning, to provide for the security of critical facilities and supplies, to provide a "safe scene" for the duration of a traffic disruptive incident, to effect the evacuation of threatened areas, to provide access control to evacuated areas or critical facilities, to assist with search and rescue operations, and to assist with identification of the dead.

Scope:

ESF #13 is designed to respond during a time of emergency using existing procedures. These procedures are in the form of department directives that cover all types of natural disasters, technological hazards, and acts of terrorism; incidents include flooding, hazardous materials spills, transportation accidents, search and rescue operations, traffic control, and evacuations.

In the event of a state or federally declared disaster, the Governor can provide National Guard and/or Defense Force personnel and equipment to support local law enforcement operations.

Policies:

- Winchester Police Department will retain operational control;
- The Incident Commander will determine the need for security at the scene;
- Winchester Police Department in coordination with the Coordinator of Emergency Management will identify areas of potential evacuation;
- The concentration of large numbers of people in shelters during an evacuation may necessitate law enforcement presence to maintain orderly conduct; and

- Law enforcement will be needed in evacuated areas to prevent looting and protect property;

Concept of Operations

General:

Existing procedures in the form of department general orders provide the basis for a law enforcement response in time of emergency. The mission of the Public Safety and Security function is to maintain law and order, protect life and property, provide traffic control and law enforcement support, guard essential facilities/supplies and coordinate mutual aid.

The Winchester Emergency Communications Center is the point of contact for the receipt of all warnings and notification of actual or impending emergencies or disasters.

If the National Guard or Defense Force is called in for a State or Federally declared disaster they may only be used for low-risk duties such as security and traffic control. A hazard or potential hazard situation could justify the need for evacuation for a short period of a few hours to several days or weeks, depending on the hazard and its severity. In order to limit access to the hazard area, various personnel and devices will be required, such as the following:

- Personnel to direct traffic and staff control points;
- Signs to control or restrict traffic;
- Two-way radios to communicate to personnel within and outside the secured area;
- Control point(s);
- Adjacent highway markers indicating closure of area;
- Markers on surface roads leading into the secured areas;
- Patrols within and outside the secured areas; and
- Established pass system for entry and exit of secured areas.

The Winchester Public Works Department has general responsibility for signing and marking.

Organization:

The Winchester Police Department will utilize their normal communications networks during disasters. The Emergency Management Coordinator, in coordination with the Winchester Police Department and the Fire & Rescue Department, will delineate areas that may need to be evacuated. Law Enforcement will set up control points and roadblocks to expedite traffic to reception centers or shelters and prevent reentry of evacuated areas. They will also provide traffic control and security at damaged public property, shelter facilities and Points of Distribution (PODs). Should an evacuation become necessary, warning and evacuation instructions will be put out via radio and television. Also local law enforcement Winchester's Police Department and Fire & Rescue Department will use mobile loudspeakers to ensure that all

residents in the threatened areas have received the evacuation warning. Additionally, the city's Reverse Calling System (RCS) and the Emergency Alerting System (EAS) may be utilized.

Actions

- Identify essential facilities and develop procedures to provide for their security and continued operation in the time of an emergency;
- Maintain police intelligence capability to alert government agencies and the public to potential threats;
- Develop procedures and provide training for the search and rescue of missing persons in accordance with ESF #9;
- Develop strategies to effectively address special emergency situations that may require distinct law enforcement procedures, such as civil disorders, hostage taking, weapons of mass destruction, terrorist situations, and bomb threats/detonations;
- Test primary communications systems and arrange for alternate systems, if necessary;
- Assist with the implementation of the evacuation procedures for the threatened areas, if necessary;
- Provide traffic and crowd control as required;
- Draft and implement existing mutual aid agreements with other jurisdictions, if necessary; and
- Document expenses.

Responsibilities

- Law enforcement;
- Crowd control;
- Manages preparedness activities;
- Conducts evaluation of operational readiness;
- Resolves conflicting demands for public safety and security resources;
- Coordinates backup support from other areas;
- Initial warning and alerting;
- Security of emergency site, evacuated areas, shelter areas, vital facilities and supplies;
- Traffic control;
- Evacuation and access control of threatened areas; and
- Assist the Health Department with identification of the dead in accordance with ESF #8.

Tab 2 to Emergency Support Function #13

ENTRY PERMIT TO ENTER RESTRICTED AREAS

- 1. Reason for entry (if scientific research, specify objectives, location, length of time needed for study, methodology, qualifications, sponsoring party, NSF grant number and date on separate page). If contractor/agent--include name of contractual resident party, attach evidence of right of interest in destination. Resident: Purpose.

- 2. Name, address, and telephone of applicant, organization, university, sponsor, or media group. Also contact person if questions should arise.

- 3. Travel (fill out applicable sections; if variable call information to dispatcher for each entry)

Method of Travel (vehicle, aircraft) _____

Description of Vehicle/Aircraft Registration _____

Route of Travel if by Vehicle _____

Destination by legal location or landmark/E911 address _____

Alternate escape route if different from above _____

- 4. Type of 2-way radio system to be used and your base station telephone number we can contact in emergency (a CB radio or radio telephone will not be accepted). Resident: cellular or home number. _____

Entry granted into hazard area.

Authorizing Signature _____ Date _____

The conditions for entry are attached to and made a part of this permit. Any violation of the attached conditions for entry can result in revocation of this permit.

The Waiver of Liability is made a part of and attached to this permit. All persons entering the closed area under this permit must sign the Waiver of Liability before entry.

Tab 3 to Emergency Support Function #13

WAIVER OF LIABILITY
(TO BE SIGNED AND RETURNED WITH APPLICATION FORM)

I, the undersigned, hereby understand and agree to the requirements stated in the application form and in the safety regulations and do further understand that I am entering a (high) hazard area with full knowledge that I do so at my own risk and I do hereby release and discharge the federal government, the Commonwealth of Virginia and all its political subdivisions, their officers, agents and employees from all liability for any damages or losses incurred while within the Closed Area.

I understand that the entry permit is conditioned upon this waiver. I understand that no public agency shall have any duty to attempt any search and rescue efforts on my behalf while I am in the Closed or Restricted Area.

Signatures of applicant and members of his field party

Date

Print full name first, then sign.

I have read and understand the above waiver of liability.

I have read and understand the above waiver of liability.

I have read and understand the above waiver of liability.

I have read and understand the above waiver of liability.

I have read and understand the above waiver of liability.

Emergency Support Function #14 – Long Term Community Recovery and Mitigation

Primary Agency

City Manager's Office

Secondary/Support Agencies

Virginia Department of Housing and Community Development
Winchester Public Schools
Building Inspector
Department of Social Services
Finance
Old Town Development
Emergency Management
Economic Development
Planning and Zoning
Tourism
Health Department
American Red Cross
Virginia Voluntary Organizations Active in Disaster (VVOAD)

Introduction

Purpose:

Emergency Support Function (ESF) #14 – Long Term Community Recovery and Mitigation develops a comprehensive and coordinated recovery process that will bring about the prompt and orderly restoration of community facilities and services, infrastructure, and economic base, while providing for the health, welfare and safety of the population.

Scope:

ESF #14 support may vary depending on the magnitude and type of incident and the potential for long term and severe consequences. ESF #14 will address significant long-term impacts in the affected area on housing, business and employment, community infrastructure, and social services.

Policies:

- Long term community recovery and mitigation efforts look forward and are market based, focusing on permanent restoration of infrastructure, housing and the local economy, with attention to mitigation of future impacts of a similar nature when feasible;

ESF#14-1

- Use the post-incident environment as an opportunity to measure the effectiveness of previous community recovery and mitigation efforts;
- Facilitates the application of loss reduction building science expertise to the rebuilding of critical infrastructure; and
- Personnel will stay up to date with policies and procedures through training and education.

Concept of Operations

General:

The recovery phase is characterized by two components: the emergency response phase which deals primarily with life saving and emergency relief efforts (i.e., emergency food, medical, shelter, and security services); and the broader recovery and reconstruction component which deals with more permanent and long-term redevelopment issues.

Although all local departments are involved in both components, the emphasis and focus changes among departments as they shift from one component to the other. In the emergency response and relief recovery component, the primary local departments involve fire and rescue, law enforcement, health, social services, education, and public works departments; whereas in the recovery and reconstruction component, the emphasis shifts to local departments dealing with housing and redevelopment, public works, economic development, land use, zoning, and government financing. The two components will be occurring simultaneously with the emergency relief component taking precedence in the initial stages of recovery, and the recovery and reconstruction component receiving greater attention as the recovery process matures.

The Office of Emergency Management will be the lead coordinating department in the life-saving and emergency relief component of the recovery process and the City Manager's Office will take the coordinating lead during the reconstruction phase.

The recovery analysis process is comprised of the following phases: reentry, needs assessment, damage assessment, the formulation of short- and long-term priorities within the context of basic needs and available resources, and the identification and implementation of appropriate restoration and development strategies to fulfill established priorities, as well as bring about an effective recovery program.

The damage assessment process for the locality is described in the Damage Assessment Support Annex of the EOP. Team leaders for the Damage Assessment Teams have been identified and the necessary forms included within this support annex. Although damage assessment is primarily a local government responsibility, assistance is provided by state and federal agencies, as well as private industry that have expertise in specific functional areas such as transportation, agriculture, forestry, water quality, housing, etc.

The process to request and receive federal assistance will be the same as all other natural or man-made disasters. The Virginia Department of Emergency Management (VDEM) will be the

coordinating state agency in the recovery process, and FEMA will be the coordinating federal agency. Utilizing the preliminary damage assessment information collected, short-term and long-term priorities are established and recovery strategies developed in coordination with other state agencies, local governments, the federal government, and private industry.

Short-term recovery strategies would include:

- Emergency Services;
- Communications networks;
- Transportation networks and services;
- Potable water systems;
- Sewer systems;
- Oil and natural gas networks;
- Electrical power systems;
- Initial damage assessment;
- Emergency debris removal;
- Security of evacuated or destroyed area; and
- Establishing a disaster recovery center and joint field office

Long-term strategies would strive to restore and reconstruct the post-disaster environment to pre-existing conditions. Federal and state agencies will provide technical assistance to localities in the long-term planning and redevelopment process. Economic aid will be provided to assist localities and states in rebuilding their economic base, replacing and restoring their housing inventory, and ensuring that all construction and development complies with building codes and plans. Regional cooperation and coordination will be stressed and promoted at all levels of government in order to achieve the priorities established and facilitate recovery efforts. The locality will develop strategies in coordination with regional local governments and Planning Districts. Federal and state catastrophic disaster plans will support this effort. Items or actions to be focused on in this phase include:

- Completion of the damage assessment;
- Completion of the debris removal;
- Repairing/rebuilding the transportation system;
- Repairing/rebuilding of private homes and businesses;
- Hazard Mitigation projects; and
- Repairing/rebuilding water and sewer services

Organization:

The Director of Emergency Management/City Manager will direct response, recovery, and reconstruction efforts in the disaster impacted areas of the locality, in coordination with the Coordinator of Emergency Management, all local departments, and the appropriate state and federal agencies.

A Presidential Declaration of Disaster will initiate the following series of events:

- Federal Coordinating Officer will be appointed by the President to coordinate the federal efforts;
- State Coordinating Officer will be appointed by the Governor to coordinate state efforts;
- A Joint Field Office (JFO) will be established within the state (central to the damaged area) from which the disaster assistance programs will be coordinated; and
- A Disaster Field Office (DFO) will be established in the affected areas to accommodate persons needing individual assistance after they have registered with FEMA.

A Presidential Declaration of Disaster may authorize two basic types of disaster relief assistance:

- **Individual Assistance** – Supplementary Federal Assistance provided under the Stafford Act to individuals and families adversely affected by a major disaster or emergency. Such assistance may be provided directly by the Federal government or through State or local governments or disaster relief organizations.
- **Public Assistance** – Supplementary Federal Assistance provided under the Stafford Act to State and Local governments or certain private, non-profit organizations other than assistance for the direct benefit of families and individuals.

As potential applicants for Public Assistance, local governments and private nongovernmental agencies must thoroughly document disaster-related expenses from the onset of an incident.

Mitigation has become increasingly important to Winchester officials who must bare the agony of loss of life and property when disaster strikes. The Director of Emergency Management will take the lead in determining mitigation projects needed following a disaster and make applications for available mitigation grants.

Actions

- In cooperation with other ESFs, as appropriate, use hazard predictive modeling and loss estimation methodology to ascertain vulnerable critical facilities as a basis for identifying recovery priorities;
- Gather information to assess the scope and magnitude of the social and economic impacts on the affected region;
- Coordinate and conduct recovery operations;
- Conduct initial damage assessment;
- Coordinate early resolution of issues and delivery of assistance to minimize delays for recipients;
- Coordinate assessment of accuracy and recalibration of existing hazard, risk, and evacuation modeling;
- Facilitate sharing of information and identification of information on issues among agencies and ESFs;
- Facilitate recovery decision making across ESFs;

- Facilitate awareness of post incident digital mapping and pre-incident hazard mitigation and recovery planning;
- Develop Local Disaster Recovery Task Forces is another resource available to provide assistance to individuals, families, and businesses who have applied for available state and federal assistance but whom may still have unmet needs.

Responsibilities

- Develop plans for post-incident assessment that can be scaled to incidents of varying types and magnitudes;
- Establish procedures for pre-incident planning and risk assessment with post incident recovery and mitigation efforts;
- Develop action plans identifying appropriate agency participation and resources available that take into account the differing technical needs for risk assessment and statutory responsibilities by hazards;
- Ensure participation from primary and support agencies;
- Lead planning;
- Lead post-incident assistance efforts; and
- Identify areas of collaboration with support agencies and facilitate interagency integration.

Tab 1 to Emergency Support Function #14

DISASTER RECOVERY CENTERS
(Identified or potential sites)

<i>Name</i>	<i>Location</i>
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Tab 2 to Emergency Support Function #14

JOINT FIELD OFFICE LOCATIONS

(Identified or potential sites)

<i>Name</i>	<i>Location</i>
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Emergency Support Function #15 - External Affairs

Primary Agency

Administration – Public Information

Secondary/Support Agencies

Winchester Emergency Management
Winchester Fire & Rescue Department
Winchester Police Department
Winchester Public Schools
Information Technology
Health Department
Department of Social Services
Winchester Public Works

Introduction

Purpose:

Emergency Support Function (ESF) #15 – External Affairs is responsible for keeping the public informed concerning the threatened or actual emergency situation and to provide protective action guidance as appropriate to save lives and protect property.

Scope:

To manage information during an incident so that the most up to date and correct information is used to inform the public. This emergency support function will use media reports to support the overall strategy for managing the incident. Coordinate with all agencies involved with the incident so that one message is used for public information to avoid any conflicts of released information. This emergency support function is organized into the following functional components:

- Public Affairs
- Community Relations
- Legislative Affairs
- International Affairs

Policies:

During an emergency the Public Information Officer will:

- Disseminate information by appropriate means, to include any local alert systems, media outlets, cable channel, the Emergency Alert System (EAS), NOAA All-hazards radio, Winchester's website and Reverse Calling system;
- Clear news releases with the EOC before releasing them to the media;
- Will encourage news media to publish articles to increase public awareness; and
- Will ensure information is accurate and released in a timely manner.

Concept of Operations

General:

In an emergency or disaster it is important to provide timely and accurate information to the public and to the media outlets. News coverage must be monitored to ensure that accurate information is being disseminated. The locality needs to be prepared to keep local legislators and other political figures informed.

Organization:

Public Affairs is responsible for coordinating messages from the various agencies and establishing a Joint Information Center (JIC). Public Affairs will gather information on the incident and provide incident related information through the media and other sources to keep the public informed. Public Affairs will monitor the news coverage to ensure the accuracy of the information being disseminated. Public Affairs will handle appropriate special projects such as news conferences and press operations for incident area tours. The Public Affairs Support Annex provides additional details on responsibilities.

Community Relations will prepare an initial action plan with incident-specific guidance and objectives, at the beginning of an actual or potential incident. They will identify and coordinate with the community leaders and neighborhood groups to assist in the rapid dissemination of information, identify unmet needs, and establish an ongoing dialogue and information exchange. The Commonwealth and FEMA may deploy a joint Community Relations Team to the locality to conduct these operations.

Legislative Affairs will establish contact with the state legislative and congressional offices representing the affected areas to provide information on the incident. The locality should be prepared to arrange an incident site visit for legislators and their staffs. Legislative Affairs will also respond to legislative and congressional inquiries.

International Affairs, if needed, will work with the Department of State to coordinate all matters requiring international involvement.

Actions

- Evaluate the situation;
- Monitor national and state level news coverage of the situation (if applicable);
- After coordination with the Virginia Emergency Operations Center (VEOC), time permitting, the PIO will begin to disseminate emergency public information via news releases to the local news media;
- The content should be coordinated with adjacent jurisdictions and the State EOC;
- Emphasize citizen response and protective action;
- Develop accurate and complete information regarding incident cause, size, current situation, and resources committed;
- Continue to keep the public informed concerning local recovery operations;
- Assist the Health Department in disseminating public health notices, if necessary;
- Assist state and federal officials in disseminating information concerning relief assistance; and
- Document expenses.

Responsibilities

- Establish a working arrangement between the City PIO, Winchester's EOC and radio stations, television stations, and newspapers;
- Encourage local newspapers to periodically publish general information about those specific hazards, which are most likely to occur, such as winter storms and industrial accidents;
- Prepare and provide general information as appropriate to special groups such as the visually impaired, hearing impaired, the elderly, etc.;
- If necessary, designate a phone number and personnel to handle citizen inquiries;
- Assure the availability of back-up generators at local EAS radio stations;
- Arrange regular press briefings;
- Coordinate the release of information through public broadcast channels, and written documents; and
- Maintain an up-to-date telephone and fax number list for all local news

Emergency Support Function #16 – Military Affairs

Introduction

Purpose:

The purpose of ESF 16 is to outline the parameters on the use of all Department of Defense (DOD) and National Guard assets in support of a declared emergency.

Primary Agency

City of Winchester, Emergency Management

Secondary Agencies

City of Winchester, Police Department

Winchester City Sheriff

Situation

The Governor of Virginia is the Commander-in-Chief of all forces in the Commonwealth organized under the Department of Military Affairs (DMA). The Adjutant General (TAG) of Virginia is the military commander.

DMA staffs and mans its Joint Force Headquarters (JFHQ). Within the JFHQ is the Joint Operations Center (JOC) that is operational 24/7. The Virginia Army National Guard, Virginia Air National Guard, and the Virginia Defense Force are three components that JFHQ-VA draw forces from to fulfill request for assistance requirements.

ESF #16 in the City will not be staffed but rather exists as a coordinating entity. Coordination will occur between the Emergency Services Coordinator and the response assets on specifics as it relates to duties assigned.

Planning Assumptions

The City of Winchester does not have military installations within the jurisdiction and does not maintain stand-alone agreements with military assets.

DMA units will not directly respond to requests for assistance from local officials except to save human life, prevent human suffering, or to prevent great damage to or destruction of property. DMA units will advise local officials to submit requests for assistance through the Virginia Emergency Operations Center (VEOC).

Concept of Operations

The City will request a capability or need to the Virginia EOC as outlined in EOC procedures and ESF 7 Logistics.

It is at the determination of the Virginia Emergency Operations Center (VEOC) if DMA assets are best suited for the requested task. Assets will be limited to only accept missions or work assignments if within the original scope of deployment.

Support cannot be transferred to another agency without prior approval.

Once assets have been committed those responding will coordinate directly with local official to accomplish the objectives.

Policies

DMA units will not directly respond to requests for assistance from local officials except to save human life, prevent human suffering, or to prevent great damage to or destruction of property.

DMA units will advise local officials to submit requests for assistance through the Virginia Emergency Operations Center (VEOC).

Military assets are only available during a declared state of emergency.

Emergency Support Function #17

Volunteer Personnel and Donation Management

Coordinating Agency

Emergency Management/Local Government
Department of Social Services

Cooperating Agency

Virginia Voluntary Organizations Active in Disaster (VOAD)

Introduction

Purpose:

The Volunteer and Donations Management Support Annex describes the coordinating processes used to ensure the most efficient and effective utilization of unaffiliated volunteers and unsolicited donated goods during disasters.

Scope:

Volunteer services and donated goods in this annex refer to unsolicited goods, and unaffiliated volunteer services.

Policies:

Local government, in coordination with VOAD and Local Recovery Task Forces has primary responsibility for the management of unaffiliated volunteer services and unsolicited donated goods.

The donation management process must be organized and coordinated to ensure the citizenry is able to take advantage of the appropriate types and amounts of donated goods and services in a manner that precludes interference with or hampering of emergency operations.

The Emergency Management Coordinator also:

- Coordinates with other agencies to ensure goods and resources are used effectively;
- Looks principally to those organizations with established volunteer and donation management structures;
- Encourages cash donations to recognize non-profit voluntary organizations;
- Encourages individuals to participate through local Citizen's Corps Council and/or affiliate with a recognized organization; and

- Encourages the use of existing nongovernmental organizational volunteer and donations resources before seeking governmental assistance.

Concept of Operations

General:

Volunteer and Donations Management operations may include the following:

- A Volunteer and Donations Coordinator
- A phone bank
- A coordinated media relations effort
- Effective liaison with other emergency support functions, state and federal government officials
- Facility Management Plan

Donated Goods Management Function

- Management of unsolicited donated goods involves a cooperative effort by local and voluntary and community based organizations, the business sector and the media.
- Local government, in conjunction with voluntary organization partners, is responsible for developing donations management plans and managing the flow of donated goods during disaster operations.

Volunteer Management Function

- Management of unaffiliated volunteers requires a cooperative effort by local and voluntary and community based organizations, such as Citizen Corps Councils, faith-based organizations, the private sector and the media.
- Local government, in partnership with voluntary organizations, is responsible for developing plans that address the management of unaffiliated volunteers during disaster response and recovery.

Organization:

The Winchester Department of Emergency Management will identify sites and facilities that will be used to receive, process, and distribute the unsolicited donated goods that will be sent to the disaster area. The necessary equipment, staff, communications, and security support to these facilities and sites will be provided by local government and volunteer organizations, as required.

The Winchester Department of emergency Management will coordinate the disaster relief actions of quasi-public and volunteer relief agencies and groups. This is necessary to insure maximum effectiveness of relief operations and to avoid duplication of effort and services. The American Red Cross has been incorporated into the local emergency services organization providing food and clothing to displaced persons at the Shelter Centers.

Standard operating procedures will be developed to address screening, processing, training, and assignments of volunteers who will show up once recovery efforts begin. The service to which personnel are assigned will provide the necessary training. Persons who already possess needed skills or have received specialized training, such as heavy equipment operators, should be assigned duties, which allow for the maximum benefit of their skills. Each individual volunteer will be registered, and a log will be maintained of man-hours worked. Accurate records of all incurred expenses will be maintained.

Responsibilities

- Identify potential sites and facilities to manage donated goods and services being channeled into the disaster area;
- Identify the necessary support requirements to ensure the prompt establishment and operation of these facilities and sites;
- Assign the tasks of coordinating auxiliary manpower and material resources;
- Develop procedures for recruiting, registering and utilizing auxiliary manpower;
- Develop a critical resources list and procedures for acquisition in time of crisis;
- Develop procedures for the management of donated goods;
- Receive donated goods;
- Assist with emergency operations;
- Assign volunteers to tasks that best utilize their skills; and
- Compile and submit totals for disaster-related expenses.

Tab 1 to Volunteer and Donations Management Annex

Sample Volunteer Registration Form

- I. Name

- II. Social Security Number

- III. Organization (if appropriate)

- IV. Skill or Specialized Service (i.e., carpenter, heavy equipment operator, medical technician, etc.)

- V. Estimated length of time services can be provided in the disaster area

- VI. Special tools or equipment required to provide service

- VII. Billet or emergency shelter assignment in local area

- VIII. Whether or not the group or individual is self-sufficient with regard to food and clothing

ANIMAL CARE AND CONTROL ANNEX

I. PURPOSE

To protect domesticated animal resources, the public health, and to ensure the humane care and treatment of animals in case of a large-scale natural, manmade or technological emergency or other situations that cause animal suffering.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Any disaster that threatens humans, threatens animals as well, and it will be necessary to provide water, shelter, food and first aid.
2. Relocation, shelter, or relief efforts for domesticated animals may be required.
3. Shelter locations may be required to provide domesticated animal control due to sheltered person bringing their pets with them.

B. Assumptions

1. The owners of pets or livestock, when notified of an upcoming emergency, will take reasonable steps to shelter and provide for animals under their care and/or control.
2. The City will plan both for emergency situations and to carry out response and recovery operations utilizing local resources. Outside animal care and rescue assistance would likely be available in most large scale emergencies affecting the City.
3. Animal protection planning will ensure the proper care and recovery of animals impacted during an emergency. These plans may include measures to identify housing and shelter for animals, communicate information to the public, and proper animal release.
4. Public information will include locations where domestic and non-domestic animals (including livestock) may be accepted during emergency situations.
5. A large-scale emergency in the City of Winchester may warrant immediate response from State and Local personnel, agencies, and organizations.

III. CONCEPT OF OPERATIONS

The sheltering and protection domestic and non-domestic animals (including livestock) are the responsibility of their owners. Animal owners should plan for animal care during a disaster as they prepare their family preparedness plan.

Domestic and non-domestic animals that are lost, strayed, incapable of being cared for by their owners, or in danger to themselves or the public will be the responsibility of the City of Winchester. These animals will be sheltered, fed, and if possible, returned to their owners. If the animals cannot be returned to their owners, they will be disposed of in accordance with established animal control procedures.

Wild animals should be left to their own survival instincts. Wild animals out of their natural habitats that are in danger to themselves or the public will be the responsibility of Winchester Animal Control and licensed wildlife rehabilitators.

The Winchester Animal Control in cooperation with the Winchester SPCA will be the lead agency for situation assessment and determination of resource needs. As needed, the city will protect animals (to the extent possible) affected by any disaster to include rescue, shelter, control and feeding of animals left homeless, lost or strayed as a result of the disaster.

Additional local humane societies or other similar organizations will be asked to assist in this effort, as needed.

During emergencies, request for animal protection assistance and resources such as food, medicine, shelter, specialized personnel, and additional veterinary medical professionals will be routed through Winchester Animal Control, and the Winchester SPCA.

Shelters that have been established for disaster victims may or may not accept domestic animals. However, if an evacuee comes to the shelter with their pet(s), efforts will be made to assist in locating the domestic animal(s) away from the general populace and given proper care.

Roles and Responsibilities:

Winchester Animal Control and Winchester SPCA:

- Coordinate support agencies to manage animal protection in large-scale emergencies.
- Provide and coordinate personnel, equipment, and shelter as required to protect domestic and sick and/or injured non-domestic animals.

Support Agencies:

Virginia Federation of Humane Societies:

- Maintain a list of Virginia disaster response volunteers available in the event of a disaster in the Commonwealth.

Community Emergency Response Team (CERT):

- Provide volunteers to assist with the sheltering of animals working with Winchester Animal Control and the Winchester SPCA.

American Red Cross:

- Provide volunteers to assist in the protection of animals during an emergency shelter situation. Work with Winchester personnel in the coordination of animal sheltering in the City of Winchester.

Virginia Health Department – Lord Fairfax Health District:

- Coordinate the disposal of deceased animals that may impact the public health.

- Provide services to control injuries/bites/diseases related to the protection of animal

Virginia Department of Agriculture and Consumer Services:

- Provide veterinary assistance during an emergency.

Licensed Wildlife Rehabilitators:

- Coordinate the rescue, rehabilitation and release of wildlife displaced or injured during an emergency.

Private Boarding Kennels, Stables, Dog Clubs, and Horse Clubs:

- Provide personnel, equipment, and shelter as required to shelter and care for pets from evacuated citizens and in cases when established animal shelters are filled or destroyed.

Private Farms:

Provide shelter and supplies to care for displaced livestock.

Public Information (PI):

The Animal Control Officer will be responsible for the coordination of all media activities through Winchester's Public Information Officer.

Shelter Employees responsibilities may include:

Coordinate with the Public Information Officer to notify the public of appropriate shelters to drop lost/stray animals, animals that they cannot care for, or animals that need immediate medical assistance. Delivering instructions to the public to prepare their pets for an impending emergency and/or instructions for minor "at home" medical responses for pets injured in an emergency situation.

Other information as appropriate to the situation.

Response:

The owners of pets or livestock, when notified of an emergency, will take all reasonable steps to shelter and provide for animals under their control.

Search and Rescue:

Domestic Pets:

Domestic pets loose or in need of assistance due to the emergency or due to the death or evacuation of their owners will be the responsibility of Winchester Animal Control and the Winchester SPCA.

Livestock:

Livestock loose or in need of assistance due to the emergency or due to the death or evacuation of their owners will be the responsibility of Winchester Animal Control.

Wildlife:

Wild animals out of their natural habitat that are endangering either themselves or the human population will be the responsibility of Winchester Animal Control.

Stranded Animals:

In the event that animals cannot be rescued due to the emergency situation, food and medical assistance may be delivered to the animals by the appropriate agency when possible.

Shelters:

Stray/Lost Pets:

All stray/lost domestic pets recovered by Winchester Animal Control will be sheltered at the Winchester SPCA or other appropriate shelter. Pets found by citizens will also be sheltered at these locations. Unclaimed animals will be disposed of in accordance with Virginia State Law.

Evacuated and Stray/Lost Livestock:

Due to the size of most livestock and the inability to transport large numbers of farm animals, owners are expected to develop shelter and/or evacuation plans for their own animals.

Also, private farms located within the City may be used as shelter facilities for livestock. In the event of an emergency situation Winchester Animal Control will contact prearranged farms and request their assistance in the sheltering operation.

Recovery:

Domestic Pets/Livestock:

Winchester SPCA will support efforts to identify owners of stray/lost animals.

Winchester SPCA representatives will attempt to adopt the animals according to their established procedures.

Animals for which no owners can be found within the stray holding period and which cannot be placed in adoptive care may be disposed of. If this proves to be necessary, it will be done in accordance with established animal shelter procedures

CITY OF WINCHESTER, VIRGINIA

CITY COUNCIL AGENDA ITEM

CITY COUNCIL/COMMITTEE MEETING OF: March 11, 2014 **CUT OFF DATE:** 03/05/2014

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

ITEM TITLE: Adoption of the FY 2015 Strategic Plan and Governance Guide

STAFF RECOMMENDATION: Adopt the FY 2015 Strategic Plan and Governance Guide

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	_____	_____	_____
6. City Manager	_____	_____	_____
7. Clerk of Council	_____	_____	_____

Initiating Department Director's Signature: *Dale Perry* 03/04/2014
 Date



CITY COUNCIL ACTION MEMO

To: Honorable Mayor and Members of City Council
From: Dale Iman, City Manager
Date: March 11, 2014
Re: Leader's Guide 2014 Adoption – FY 2015 Strategic Plan and Governance Guide

ISSUE: The City of Winchester uses a robust strategic planning model to set priorities, focus resources, align operations, and ensure that the entire organization is working toward common goals. Winchester's strategic planning model includes an annual retreat by the City Council and quarterly updates by staff. Following the annual retreat, the attached Leader's Guide 2014 was created that captures all of the refinements requested by City Council. At this time, staff is requesting City Council formally adopt the Leader's Guide 2014 that includes the FY 2015 Strategic Plan and Governance Guide.

It should be noted that the City's Strategic Plan, like all strategic plans, is a living document. As such, changes may be made throughout the year as circumstances change and new opportunities emerge.

RELATIONSHIP TO STRATEGIC PLAN: The Leader's Guide 2014 articulates the City Council's desire for the community and serves as the basis of the FY 2015 Strategic Plan.

BACKGROUND: In 2012, the City Council engaged Lyle Sumeck to facilitate a community strategic plan. The plan that was created had four main elements; Vision Statement 2028, Goals 2018, Mission Statement, and Policy/Management Agendas. The full strategic plan, along with quarterly updates of this plan, is available online at www.winchesterva.gov/government/strategic-plan.

To continue the momentum generated by using this strategic planning process, the City Council held a follow-up retreat in December 2013. Refinements made to the strategic plan are included in the attached Leader's Guide 2014.

BUDGET IMPACT: The cost of the strategic planning process was included FY 2014 budget.

OPTIONS:

1. Adopt the Leader's Guide as presented;
2. Adoption the Leader's Guide with modifications; or
3. Provide direction to staff and/or take no action at this time.

RECOMMENDATIONS:

Staff recommends adoption of the Leader's Guide 2014 that includes the FY 2015 Strategic Plan and Governance Guide.

COMMON COUNCIL



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15 North Cameron Street
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TDD 540-722-0782
www.ci.winchester.va.us

A RESOLUTION ADOPTING THE LEADER'S GUIDE 2014: FY 2015 STRATEGIC PLAN AND GOVERNANCE GUIDE

WHEREAS, The City of Winchester uses a robust strategic planning model to set priorities, focus resources, align operations, and ensure that the entire organization is working toward common goals; and

WHEREAS, Winchester's strategic planning model includes an annual retreat by the City Council and quarterly updates by staff; and

WHEREAS, following the City Council's annual retreat in December 2013, the attached Leader's Guide 2014 was created that captures all of the refinements requested by City Council; and

WHEREAS, the Leader's Guide 2014 contains the FY 2015 Strategic Plan and Governance Guide, and provides direction to staff needed in the development of the FY 2015 budget and organizational work plans;

NOW, THEREFORE BE IT RESOLVED, the City Council hereby adopts the Leader's Guide 2014 that includes the FY 2015 Strategic Plan and Governance Guide.

RESOLUTION No. _____

LEADER'S GUIDE

2014

FINAL REPORT

Mayor and City Council



Winchester, Virginia
January 2014



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SECTION 1

LEADERSHIP AND STRATEGIC PLANNING WORKSHOP: AGENDA

**LEADERSHIP AND STRATEGIC
PLANNING WORKSHOP**
Mayor and City Council
City of Winchester
December 2013

AGENDA

Thursday, December 12th

- 12:30 pm Leadership and Strategic Planning Workshop: Overview
- 1) Purpose/Outcomes
 - 2) Agenda
- 14:45 pm Leadership: Framework and Insights
- 12:55 pm Strategic Planning Model for City of Winchester
- 1) Elements
 - 2) Re-Connecting the “Dots”
 - 3) Process
- 1:10 pm Performance Report for 2013
- 1) Achievements 2013
 - 2) Services: Costs Saving and New/Expanded Services
 - 3) Department Successes for 2013
- 2:15 pm Looking to Winchester's Future
- 1) Success in 2019
 - 2) Action Ideas 2014 – 2015
- 3:20 pm Goals 2019
- 1) Review
 - 2) Priority
- 3:30 pm Goal 1: Grow the Economy
- 1) Objectives: Review, Refinements
 - 2) Challenges and Opportunities: Refinements, Priority
 - 3) Actions for 2014 – 2015: Status, Expectations Strategic Discussion, Milestones, Priority for 2014 – 2015

- 5:40 pm Goal 2: Create a More Livable County for All
- 1) Objectives: Review, Refinements
 - 2) Challenges and Opportunities: Refinements, Priority
 - 3) Actions for 2014 – 2015: Status, Expectations, Strategic Discussion, Milestones, Priority for 2014 – 2015

6:00 PM DINNER

- 7:45 pm Goal 3: Develop a High Performing Organization
- 1) Objectives: Review, Refinements
 - 2) Challenges and Opportunities: Refinements, Priority
 - 3) Actions for 2014 – 2015: Status, Expectations, Strategic Discussion, Milestones, Priority for 2014 – 2015

Friday, December 13th

- 8:00 am Goal 3: Develop a High Performing Organization
- 1) Objectives: Review, Refinements
 - 2) Challenges and Opportunities: Refinements, Priority
 - 3) Actions for 2014 – 2015: Status, Expectations, Strategic Discussion, Milestones, Priority for 2014 – 2015

- 9:00 am Goal 4: Continue Revitalization of Historic Old Town
- 1) Objectives: Review, Refinements
 - 2) Challenges and Opportunities: Refinements, Priority
 - 3) Actions for 2014 – 2015: Status, Expectations, Strategic Discussion, Milestones, Priority for 2014 – 2015

- 10:00 am Strategic Planning: Next Steps
- 1) Strategic Planning Session with Executive Team: Reality Test, Actions Outlines 2014 – 2015 – Who, Milestones, Key Issues, Time Frame, Process and Reporting Refinements
 - 2) Leadership and Strategic Planning Workshop II for Mayor and City Council: Plan: Plan 2014 – 2019 Review/Finalize, Action Outlines 2014: Review/Finalize, Making the Strategic Planning Process for Winchester – Updates and Reporting

- 10:30 am Governance: Mayor – City Council in Action
- 1) Governance Topics
 - 2) Discussion, Direction and Follow up Actions

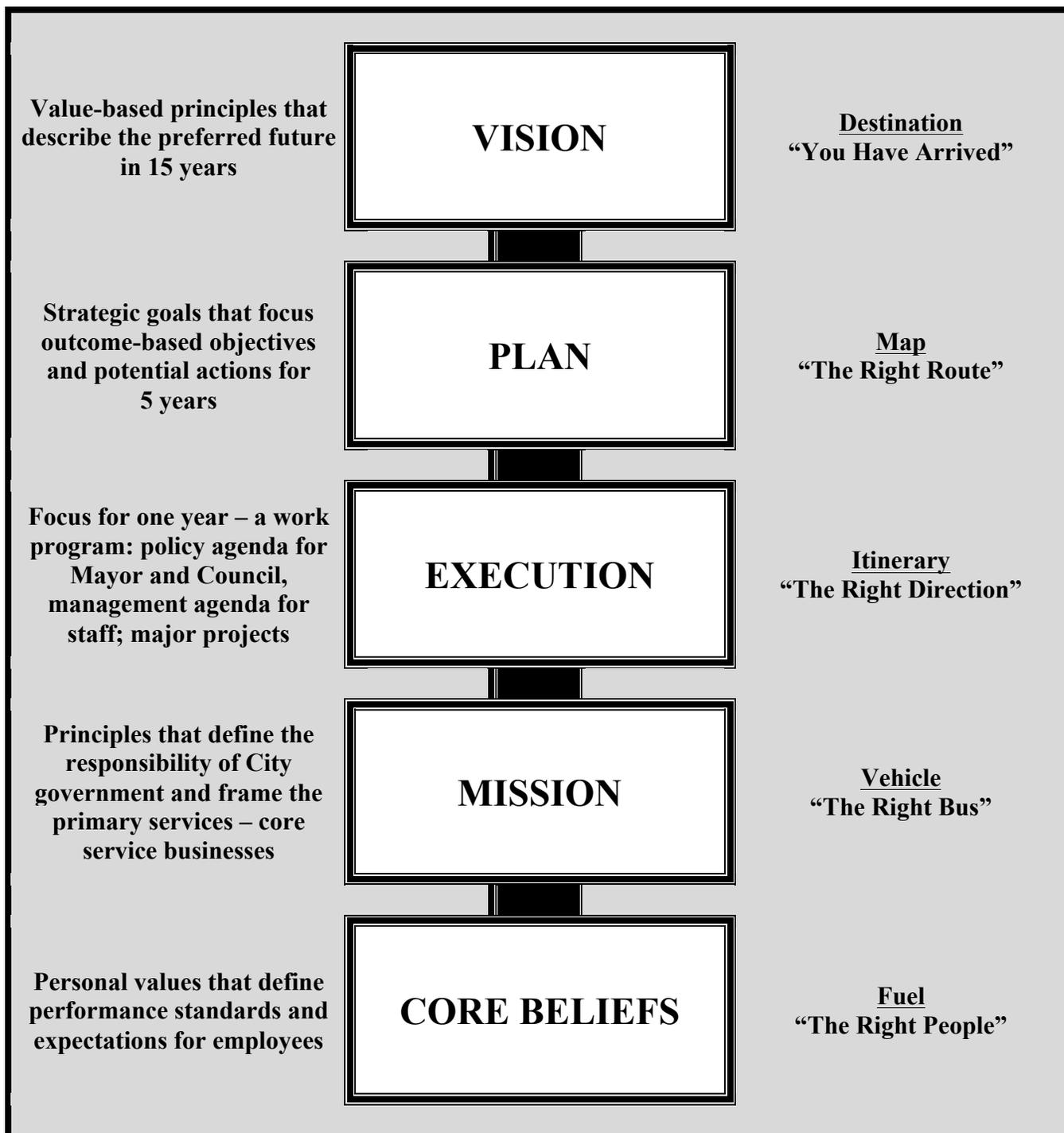
12:00 pm LUNCH

1:00 PM Wrap up

SECTION 2

STRATEGIC PLANNING FOR THE CITY OF WINCHESTER

STRATEGIC PLANNING MODEL



SECTION 3

LOOKING TO WINCHESTER'S FUTURE

City of Winchester Success in 2019 means...

Mayor:

- 1. All Entrances Completed: City Entry Monument Sign/Landscape and Entry Historic Old Town/Special Areas**
- 2. Winchester Tower Redevelopment**
- 3. Green Circle Complete**

John H:

- 1. Attract Ethnic Businesses**
- 2. Recognition: African America Historical Markers**
- 3. Use of Old Cheese Factory**

John W:

- 1. Premier Small City, College Town**
- 2. Event Destination: Mid Atlantic**
- 3. Leverage Medical Science – Research Lab, Jobs**

Milt:

- 1. John Kerr Elementary School: Completion**
- 2. Wards Plaza Redevelopment**
- 3. Improved Relationship with Frederick County**

Evan:

- 1. Variety of Affordable Housing Options**
- 2. CTE: Variety of Vocational Training, Working with Businesses**
- 3. Ward Plaza Redevelopment**
- 4. Meadow Branch Avenue: Completion**

Jeff:

- 1. North End City Redevelopment**
- 2. Higher Median: Income Level, Education Level**

Ben:

- 1. City Expanded to Highway 37**
- 2. Regional Leader of the Valley**
- 3. Wyck Street Redevelopment**

Les:

- 1. Education: John Kerr Elementary School; Education Performance CTE**
- 2. North End Redevelopment: Zero Pak, Retail**
- 3. Better Education/Information to Community: Businesses and Residents**

Dale:

- 1. Tevis Street Extension and Bridge over I-80**
- 2. John Kerr Elementary School: Completion**
- 3. Municipal Service Center**

City of Winchester Action Priorities for 2014

Mayor:

- 1. Laurel Center: Completion**
- 2. Destination: The Place**
- 3. John Kerr Elementary School**

John H:

- 1. Laurel Center: Completion**
- 2. Berryville Project: Completion**
- 3. Safe Streets: Drug Problems**

John W:

- 1. John Kerr School/Communication Tower**
- 2. 2nd Downtown District**
- 3. Organization Succession Plan and Process**
- 4. Meadow Branch Extension: Development**

Milt:

- 1. Succession Plan: Development**
- 2. Meadow Branch Extension: Groundbreaking**
- 3. Convention Center: Groundbreaking**
- 4. City – Community Relations: Greater Trust**

Evan:

- 1. John Kerr Elementary School**
- 2. Communication Tower**
- 3. 100% Downtown Mall Space**
- 4. City Communication: Webpage, Facebook**

Jeff:

- 1. John Kerr Elementary Groundbreaking Plan for Future School Growth**
- 2. Downtown Boundary Expansion**
- 3. Meadow Branch Extension**

Ben:

- 1. White Collar Job/Presence at Trade School**
- 2. Community Involvement in City Government**
- 3. Divided Community: East – West – Social/Economic**

Les:

- 1. Economic Development: Plan**
- 2. City Brand and Marketing Program**
- 3. Communications: Mayor and Council, Staff, Communication**

Dale:

- 1. Public Safety Community**
- 2. Revenue: Storm Water Utility**
- 3. Redevelopment Catalyst**

City of Winchester Action Ideas for 2014 Mayor and Town Council Perspective

1. Sign Ordinance: Common Sense/Workable, Revision
2. Community Events: Evaluation, City Role, Funding Level
3. EDC: Performance Evaluation/Return for City Dollars, Direction, Funding
4. Retail Study: Funding, Completion, City Action Plan
5. Economic Development Marketing Program: Funding, Development, Actions
6. Tourism Marketing: Funding, Development
7. Sears Renovation
8. Community Organizations: Funding, Policy Direction
9. Patsy Cline: Event Development, Marketing, City Participation
10. Pleasant Valley Development: Overlay Zoning, Signage
11. Community Survey: Funding, Completion
12. Employee Survey: Process, Funding, Completion, Action Plan
13. Succession Planning Process: Development, Funding
14. Brownfields on Northside: Re-Use Plan, City Actions
15. Historic Old Town Facade Improvement Program: Development, Funding
16. Grocery Store Retention/Attraction Strategy: Direction, Funding, City Actions
17. Old Town Development Board Business Connection: Action Plan

18. Downtown Extended Area: Vision and Link to Historic Old Town, Land Use and Infrastructure Plan, City Actions
19. Blighted Buildings: Identification, Direction, Actions
20. Piccadilly Entrance Clean Up: Action Plan
21. Green Circle Trail Development: Next Steps
22. Bikes on Sidewalks Ordinance: Review, Enforcement
23. Sidewalks to Elementary Schools: Evaluation, Plan Review, Project Priority, Funding
24. Speed Zones: Problem Analysis, Direction. City Actions, Funding
25. Historic Society: Performance Accountability, Sponsorships, Relationship to City, Funding
26. Frederick County Offices Relocation: Discussion, Opportunities, Direction, City Plans
27. Old Courthouse: Direction, City Purchase
28. Entrances Beautification Plan: Direction, Funding (including Cedar Creek, National, Highway 11)
29. City Reorganization: Update, Evaluation, Direction, Next Steps
30. Police Department Survey: Findings, Review, City Actions
31. City-owned Property: Report, Direction
32. I-81 Major Changes: Analysis of Impacts, Direction, Action Plan
33. Branding Winchester: Development (e.g. Pride in Winchester)
34. Non Resident Property Owners: Problem Analysis, Direction, Action Plan
35. John Kerr Elementary School: Final Decision, Construction
36. Branding/Logo for Historic Old Town: Development
37. Downtown Manager Business Outreach Program: Development, Update Reports (including discussion of store hours)

38. Historic Conferences/Conventions Attraction Strategy: Identification of Opportunities, City Action Plan
39. Sign Enforcement: Evaluation, Direction, City Actions
40. Monticello Drive Connection: Direction
41. Neighborhood Assessment and Plan: Development, Funding
42. Older Housing Stock: Assessment, Direction, City Actions
43. Business Attraction/Recruitment Strategy: Development, Funding
44. Flood Insurance: Update Report, Direction, City Actions
45. Town Center Walkability Plan: Evaluation, Direction, City Actions
46. Permitting/Citizen Service Request: Audit/Evaluation Report, Recommendations, Direction, City Actions
47. Security Plan for Historic Old Town: Analysis, Plan Development, Funding, City Action
48. Treatment Center: Problem Analysis/Community Impacts, Direction, Action Plan
49. Organization Study and Recommendations: Direction, Funding, Recommendations, Actions (performed by an outside organization)
50. Baseball Attraction Strategy: Direction, City Actions
51. Traffic Enforcement: Evaluation, Problem Analysis, Direction, Funding (including Red Light Running, Stop Sign Violations, Speeding, etc.)
52. Citywide Communications Plan: Best Practices, Evaluation, Direction, Plan Development, City Actions, Funding
53. EDA: Staffing Position, Direction, Funding
54. Organizational Leadership: Feedback, Problem Analysis, Action Plans (individual and organizational)
55. Relations with Businesses: Dialog/Feedback on City Performance, Direction, City Actions
56. Hiring Process: Review/Revision

57. Permitting Process: Performance Audit, Recommendations, Direction, City Actions
58. Communication Tower: Final Decision, Review the Process, Revision of Process
59. Economic Development Performance Metrics: Definition, Development, Process, Use of Data
60. Catalyst Sites for Redevelopment: Status, Direction, City Action Plan
61. Relations with the Chamber for Commerce: Evaluation, Direction, City Actions
62. Historic Old Town Performance Metrics: Definition, Development, Use
63. Class "A" Office Building in the Historic Old Town: Goals, Opportunities, Direction
64. Taylor Hotel Project: Completion
65. Rental Housing Stock: Analysis of Condition and Market, Goals, Plan, Direction, City Actions
66. Overcrowding in the Schools: Problem Analysis, Goals, Direction, Plan, City Actions/School Actions
67. Rental Housing Registration and Inspection Program: Best Practices, Report, Direction, Actions, Funding
68. Walkable/Bikable Community: Assessment, Master Plan, Direction, City Actions
69. Green Spaces Creation: Assessment, Locations/Opportunities: Direction, City Actions
70. Air Force ROTC: City Funding, Program Development
71. Wards Plaza: Revitalization
72. High-end Retail Attraction Strategy: Development, City Actions, Funding (e.g. Dillards, Macy, etc.)
73. Conference Center: Direction, City Actions
74. Children Activities Expansion in Downtown: Assessment, Direction, City Actions
75. Ice Skating: Evaluation, Direction, Location, City Actions, Funding
76. Discovery Museum Renovation: Next Steps

77. Undergrounding Utilities: Assessment, Direction, Funding
78. Grocery Store for Downtown: Market Analysis, Direction, City Actions
79. Urgent Care for Downtown: Evaluation, Direction, City Actions
80. Apartment Development Projects
81. Millwood Plaza Plan: Development
82. Cedar Creek Grade Entrance Beautification/Signage Plan: Definition, Direction, City Actions
83. NE Area Redevelopment/Development Plan: Development, City Actions
84. National Avenue Re-routing Project: Construction
85. Tevis Road Bridge: Direction, Funding
86. Meadow Branch Road: Direction
87. Detox Center Vacant Building: Direction, Sale
88. Career/Technical Training Programs: Expansion (e.g. Nurses)
89. Business Outreach Program: Development, Funding
90. Marketing Winchester to Businesses: Program Development
91. Customer Focus Training: Development, Funding
92. One Stop Shop: Concept Definition, Direction, Funding
93. Visitors Center for Downtown: Direction, Funding
94. Neighborhood Outreach/Communications Program: Definition, Goals, Best Practices, City Actions, Funding
95. Walking the Neighborhood Program: Development, Direction, City Actions
96. Next School Renovation - Douglass School: Direction, Funding
97. North End Crime/Drug Reduction: Working with Neighborhood, City Action Plan

98. Stormwater Management Plan and Utility: Direction, City Actions
99. Housing Rehab with Habitat for Humanity: Goals, Program Development
100. Rental Housing Registration and Inspection Program: Direction
101. Neighborhood Based Police Patrol: Evaluation, Direction, Funding
102. Speed Limits: Review, Evaluation, Direction
103. Youth Activities and Employment Opportunities: Assessment, Direction, City Role
104. Homeownership Program: Best Practices, Goals, Direction, City Role, Actions
105. Outreach to Latino Community: Best Practices, Goals, Direction, Actions

City of Winchester Top Priorities for 2014

EXECUTIVE PERSPECTIVE

- 1. John Kerr Elementary School: Direction**
- 2. Public Safety Communications System: Resolution**
- 3. 414 South Braddock Resolution**
- 4. Winchester Tower Redevelopment**
- 5. Neighborhood Revitalization: Potato Hill, Loudoun North, Woodstock Lane**
- 6. Conference Center: Decision**
- 7. Meadow Branch Extension: Funding Decision**
- 8. Communications and Marketing Plan**
- 9. Revenue Generation to Support City Workload**
- 10. Municipal Service Center**
- 11. Storm Water Utility**

New Realities for Cities: Trends

1. COMMUNICATING WITH COMMUNITY

- Social media as the #1 source of news, following by online media, then cable news
- Unverified information as the source
- Emphasis on "headlines" rather than the story
- Desire for instant information while it is happening
- Traditional method of communicating ineffective

2. AGING POPULATION: MORE 80+

- Limited housing options
- Many seniors aging in place (single family homes)
- Increasing demands for City services, particularly Fire and Police
- Lack of affordable independent and assisted living facilities
- Looking to government for wellness and leisure facilities, programs and services

3. SHRINKING PRESENCE OF RETAIL

- Online retail experiencing growth
- Store going to online sales and reducing/eliminating retail store
- Retail space more expensive than distribution space
- Availability of next day delivery
- Too much land zoned for commercial retail

4. SLOW ECONOMIC RECOVERY

- Significant foreign investment in the United States
- China investing in Midwest infrastructure and land in strategic locations
- Businesses challenge of accessing the capital markets
- Expectations: Public-Private partnerships for new business growth
- Opportunities for entrepreneurialism

5. EVOLVING HOUSING MARKET

- Difficulty in obtaining loans to purchase a house (e.g. Student Loans)
- Rise of micro rentals: 250-400 square feet with mini kitchenette
- Baby boomer questioning homeownership
- Lack of supply of higher end and large rentals in mixed used developments
- Increasing single family home rentals

6. FINANCIAL SELF SUFFICIENT CITY GOVERNMENT

Fewer outside funding sources: grants and earmarks

Unfunded liability of pension systems

Costs of healthcare and insurance and the uncertain impacts of Affordable Care Act

States restricting revenue options for local governments

Higher taxes or less government services on the way

7. FEDERAL GOVERNMENT IS BROKEN

New Realities for Winchester

1. Winchester: A “Small City” and Regional Center
 - 9 square miles
 - No opportunities to expand
 - Need to maximize land use
 - Potential development on borders: businesses (in County)
 - Need to generate revenues to support quality of life and community sustainability
2. Changing Demographics
 - Potential: Haves vs. Have Not's
 - Significant number on public assistance and free/reduced lunch
 - Drawing low income: housing, public transportation jobs – construction, food industry, social services (non profits)
 - Limited vocational/career training opportunities at High School
 - Impacts: Schools, Services – Assistance, Prevention, Treatment, Number of “Loan” Shops
3. Loss of Channel 3
 - Making it more difficult to communicate with the community
 - Provided “good news” stories
 - Reduces avenues to communicate with the community: general information, emergencies, critical issues needing an explanation
4. Limited Housing Stock
 - Old, wood build homes: small, difficult to remodel or upgrade, small lots
 - Small inventory on the market
 - Minimum inspections: basic life and safety focus (limited by state)
 - Limited quality housing for young professionals and young families to purchase homes
5. Momentum in a “Vibrant Downtown”
 - People coming to Downtown: to live, to eat, to enjoy themselves, to party
 - People make noise, city makes noise, noise from neighbors
 - More businesses coming
 - Do we want to continue success?

6. Significant Number of “ Non Profits” – No Property Tax
 - Drug Rehab
 - Medical
 - Churches
 - University
 - Government

7. Evolving City Leadership and Management
 - Hiring process open and engaging
 - More optimistic workforce
 - Sense of organization stability
 - Teamwork and interdepartmental cooperation on issues, planning and tasks
 - Professional image

8. Challenge: Salary Structure and Employee Recruitment/Retention/Promotion
 - Compression: Salary
 - Supervisor making less than employees
 - No executive compensation
 - Need for succession planning

Looking to Winchester's Future Departmental View

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: City Attorney's Office

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

- **SIGNIFICANT LEGAL ISSUES AHEAD:** The City is engaged in a large number of projects that will require or may implicate significant legal action or issues. These include condemnations in furtherance of roadway projects currently underway, possible demolition of a large, historic unsafe residential structure, defense and support of issues related to the emergency communications radio tower, personnel matters, potential legal issues related to actions taken by third parties or related entities such as the JKES proposal and the proposed County Office move, legal claim against the NRADC, and others. Prioritizing and handling of these and other legal matters which may arise during the ensuing years will be a challenge.
- **CONTINUED EFFORTS BY THE ORGANIZATION TO EFFECTUATE CONTINUITY OF LEADERSHIP AND MANAGEMENT** (as stated in the October 2012 Worksheet).
- **CONTINUED EFFORTS TO EFFECTUATE CONTINUITY OF VISION AND DIRECTION** (as stated in October 2012 Worksheet)
- **CONTINUED EFFORTS IN ADMINISTRATION'S DEVELOPMENT AND ADHERENCE TO STANDARD OPERATING PROCEDURES AND PROTOCOLS** (as stated in October 2012 Worksheet)

MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES

Winchester, Virginia

December 2013

DEPARTMENT: City Attorney's Office

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

- 1 City v. Martin Gavis – Case No.: 840CL13000385-00 – Declaratory Judgment seeking authorization from Court to demolish or repair unsafe structure at 414 S. Braddock Street.
- 2 Monticello Extension Project – Potential / pending condemnation actions in furtherance of roadway project.
- 3 National Avenue Realignment Project – Potential/pending condemnation actions in furtherance of roadway project.
- 4 Suzanne Boren, Guardian (Rockie Watts) v. NRADC – Civil Action No.: 5:31CV00013 – possible defense of efforts to resolve \$37M claim by NRADC of liability of member jurisdictions for injuries suffered by inmate at regional jail.
- 5 Emergency Communications Tower – efforts to resolve legal issues related to location of emergency communications tower.
- 6 Other Personnel Related Matters
- 7 Orienting and indoctrinating new Assistant City Attorney and obtaining appropriate necessary budgetary adjustments for her CLE's and other required training.

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: City Attorney's Office

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Address issues associated with allowing necessary time for this Office to review Agenda Item proposals.
 - 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 Address globally, the scope of expected services to be provided as fiscal agent for joint projects with specific emphasis on legal and human resources services.
- Improve the level of communication with regard to the administration's provision of information necessary for formulating legal opinions and advice.

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Commonwealth's Attorney

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

- Challenge: Commonwealth's Attorneys' Office being removed from the Joint Judicial Center. The City will be required to provide suitable office space in close proximity to the Joint Judicial Center.

Solution: Kurtz Building?
- Challenge: Keep experienced personnel. (In 2013 lost experienced prosecutor of 7 ½ years)

Solution: Pay salaries comparable to Frederick County and to other legal departments within the City.
- Challenge: Keeping prosecutors' trial skills high.

Solution: Update trial equipment, laptops, iPads, evidence display equipment and software. Large monitors for display to juries, to keep pace with technological advances.
- Challenge: Training.

Solution: Enhanced training opportunities for both attorneys and support staff. Advance trial techniques, advanced software training. Advanced workshops on working with children as well as adult victims of trauma.
- Challenge: Higher crime rate in blighted areas.

Solution: Continue blight abatement and revitalization of downtown Winchester. Focus City resources on prosecution of cases originating from these areas.
- Challenge: Heroin/Illegal drugs.

Solution: Foster interagency cooperation. Fund child and adult educational programs, rehabilitation programs, and enforcement efforts.

**MANAGEMENT IN PROGRESS 2014
PROJECTS AND ISSUES
Winchester, Virginia
December 2013**

DEPARTMENT: Commonwealth's Attorneys' Office

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

- 1 Prosecution of felonies and misdemeanors ongoing.
- 2 Keep Multi-Jurisdictional Grand Jury functioning for our region.

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Commonwealth's Attorneys' Office

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Begin the groundwork for areas discussed under "Challenges In The Next Five Years."

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Commissioner of the Revenue

From your department's perspective, 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 growing special needs population challenging our schools
- Developing a comprehensive tourism plan which brings out-of-area revenue to City businesses and increases overnight stays

**MANAGEMENT IN PROGRESS 2014
PROJECTS AND ISSUES
Winchester, Virginia
December 2013**

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 Real Estate Tax Relief annual program
- 3 Several significant audits
- 4 Proceed with Personal Property Application software selection
- 5 Investigate options for Real Estate Application software packages
- 6 Develop relationship with incoming Treasurer

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Commissioner of the Revenue

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Improve security for City Hall
- 2 Improve utilization of office space in City Hall for better customer service and better internal efficiency
- 3 Investigate options for returning Personal Property billing to the current calendar year basis used by every other locality in Virginia

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Economic Redevelopment

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

- Continued redevelopment of Winchester's North End neighborhood
- Redevelopment of Winchester Towers
- Redevelopment of Zero Pak
- Redevelopment of Wards Plaza
- Balancing the ratio of commercial property to residential property and tax exempt property
- Increase household incomes
- Attraction strategy for high-tech, bio medical and creative class work force
- Conference Center development and financing strategy
- Improve housing stock to accommodate desired workforce

**MANAGEMENT IN PROGRESS 2014
PROJECTS AND ISSUES
Winchester, Virginia
December 2013**

DEPARTMENT: Economic Redevelopment

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

- 1 Continued rehabilitation of Taylor Hotel fly tower, and pavilion
- 2 Zero Pak Redevelopment
- 3 Monticello Street extension
- 4 Conference center development
- 5 Completion of East Lane Piccadilly National Ave realignment
- 6 North End redevelopment

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Economic Redevelopment

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Development of policies and procedures for Virginia Enterprise Zone
- 2 Management plan for Taylor Pavilion

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Emergency Management

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

- Ability to maintain a fiscal balance between core services and education.
- Ability to attract and retain qualified personnel from a long-term perspective.
- Lack of geographic area to support new development
- Understanding that the demographics of the city are changing creating a new and different dynamic within the community.
- Ability to deal with the unfunded mandates from the federal and state levels.

MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES Winchester, Virginia December 2013

DEPARTMENT: Emergency Management

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

- 1 Continuation and completion of radio communications program
 - 2 Revision, completion and adoption of Emergency Operations Plan including Emergency Support Function Annexes and other hazard specific annexes.
 - 3 Solidification of the Volunteer Organizations Active in Disasters within the region that are prepared to respond when needed.
 - 4 Create a more diverse understanding of Emergency Management's mission.
 - 5 Increase support for Emergency Management program.
 - 6 Continue to foster and increase regional projects and efforts.
 - 7 Completion of Professional Development Series.
 - 8 Continuation of Emergency Management Program
 - 9 Revisions and adoption of Emergency Operations Plan
 - 10 Completion of Communications Project
 - 11 Full implementation of Volunteer Organizations Active in Disasters
 - 12 Completion of Professional Development Series Training
 - 13 Continuation of Emergency Management Programs in light of additional mandates and increased workload.
- Crafting and implementation of Emergency Operations Plan Annexes
- Ability to address the needs of the community to insure a sufficient level of preparedness before a major event is encountered.

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Emergency Management

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Increased involvement of staff and community in Emergency Management Program
- 2 Continuation and completion of Communication Project
- 3 Completion of Emergency Operations Plan (Basic) and initiate drafting of annexes.
- 4 Increased use of Social Media in Emergency Management Program
- 5 Increased support for Emergency Management program. .

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Finance

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

- Borrowing capacity
- Constraints regarding operating budgets; need for more revenues
- Health care changes

**MANAGEMENT IN PROGRESS 2014
PROJECTS AND ISSUES
Winchester, Virginia
December 2013**

DEPARTMENT: Finance

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

- 1 Working on the FY 2014 Comprehensive Annual Financial Report
- 2 Working on the FY 2015 City of Winchester budget
- 3 Work with Commissioner of the Revenue on the reassessment process to make that smooth and seamless for our customers.

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Finance

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Increase revenues from taxes, fees, etc. Review all.
- 2 Continue to improve upon our budget document moving towards performance measures that forward Councils goals and objectives. Implement GFOA's comments.
- 3 Implement a more efficient payroll process, including time and attendance software

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Fire and Rescue Department

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

- Recruitment and retention of volunteers
- Increased requirements for responders.
- Continued development and redevelopment of the City.
- Increased call volumes and demands for services.
- Funding challenges
- Aging infrastructure and facilities
- Training Center replacement/update
- Staffing to meet NFPA 1710
- Keeping the volunteer fire companies viable
- Sustaining economic development and finding new tenants for vacated business property.
- Providing more opportunities for vocational education for students and citizens.
- Completing the implementation of the fire and rescue staffing plan by hiring of additional firefighters and increasing the number of active volunteers through recruitment and retention programs.

**MANAGEMENT IN PROGRESS 2014
PROJECTS AND ISSUES
Winchester, Virginia
December 2013**

DEPARTMENT: Fire and Rescue Department

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

- 1 SAFER Grant
- 2 Facilities Study Proposal Research
- 3 Active Volunteer Requirements
- 4 EMS Reporting Updates
- 5 Fire Reporting Updates
- 6 Volunteer Recruitment and Retention Program
- 7 Department Training Program
- 8 Apparatus Standardization and Funding Program
- 9 Communications System Upgrades
- 10 AFG Regional Grant for Training Center Updates.
- 11 Battalion Vehicle Replacement
- 12 Standardized Pre Plan and Map Books
- 13 Updating Personnel Development Plan
- 14 Fire Code and Permit Updates
- 15 Department Uniform Review

- 16 Working Fire Text Notification for Volunteers
- 17 Shawnee Fire Co. and HM6 Agreement
- 18 Dedicated Transfers for large incidents
- 19 Involvement in regional Incident Management Team
- 20 Various EMS grants to standardize and update equipment.
- 21 Involvement in various community events.
- 22 Scheduling winter Command and Leadership Seminar sponsored by WFRD.
- 23 Reviewing and updating various Emergency Operations Plans and SOP's etc.
- 24 Apple Blossom Festival Planning
- 25 Revision and expansion of WFRD Drivers Policy.
- 26 Continuation of Hose Load Standardization committees work.
- 27 Switching to High Performance CPR to improve cardiac arrest survival. The end goal is to have a higher number of patients resuscitated and discharged from the hospital neurologically intact.
- 28 Currently working on various grant sources for equipment and training in several areas.
- 29 Reassignment of personnel to facilitate incorporating the Haz-Mat Response Unit into the response assignment for leaks, spills and unknown spills.
- 30 Implementation of a new fire and ems reporting system that will meet the state and national reporting requirements. Another goal of this project is to reduce the amount of time units are out of service at the hospital completing reports.
- 31 Implementing a dedicated Rapid Intervention Team Company and a fire ground EMS rehab. Unit on all working fires in case there is a need to rescue firefighter operating in an environment that is immediately dangerous to life and health. Provide rehab. Services to protect our personnel and free up WFRD personnel for suppression activities.

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Fire and Rescue Department

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Reinstatement educational incentive
- 2 Compression of pay grades
- 3 Current Fire Training Center Status
- 4 Haz Mat Vehicle Storage
- 5 Volunteer Recruitment and Retention
- 6 Aging and diverse Apparatus Fleet
- 7 Aging and outdated Department Facilities and infrastructure.
- 8 Communications.
- 9 Continued development and redevelopment.
- 10 Increasing demand for services.
- 11 Declining volunteerism.
- 12 Economic Recovery
- 13 Aging City Infrastructure
- 14 Review of Department and Mutual Aid Response Assignments

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Human Resources

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

- High cost of employee health care/other benefits
- Federal/State health care legislation; political outcomes/elections
- Economic issues; Employee Pay/Retaining & Rewarding the best employees
- Skill issues; large number of Baby Boomers leaving the workforce
- Training Opportunities; e-Learning; Impact/Breadth of Topics;
- Expanding use of technology; Time & Attendance & Scheduling Software
- Succession; Developing the next generation of leaders
- Legal exposure; limiting the City exposure to various claims and complaints

**MANAGEMENT IN PROGRESS 2014
PROJECTS AND ISSUES
Winchester, Virginia
December 2013**

DEPARTMENT: Human Resources

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

- 1 Time & Attendance Software (City wide system) – RFP ready to be launched
- 2 Transferring the payroll function to the Finance department
- 3 Transferring the PIO & FOIA function to the City Manager department
- 4 Hiring a Human Resource Director and Assistant Human Resource Director
- 5 Continue to use scanning technology for efficiency

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Human Resources

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Organize departments to create, reward and retain leaders for succession planning and performance.
- 2 Establish impactful and continuous a training program common to all employees, to supervisors, and to executive leadership.
- 3 Update language within the Comprehensive Employee Management System (CEMS), i.e. better define Social Media policy, improve language regarding Hours Worked/Overtime, expand leave policy to define excused/unexcused leave, etc.
- 4 Institute paid time off (PTO) policy for all employees.

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Information Technology

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

- Implementation of mobile devices to provide staff connectivity from the field
- Allow employees to use personal devices (as opposed to City owned devices) on the City network.
- Ensuring senior citizens can still use City resources while those resources are made available electronically.
- Selecting the right strategy to provide desktop access to computing resources (physical hardware, tablet, laptop, virtual).
- Continued funding for technology.
- Explosion of mobile applications and devices to use Apps. The wide variety of devices, each with their own idiosyncrasies, makes support of applications difficult.

MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES Winchester, Virginia December 2013

DEPARTMENT: Information Technology

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

- 1 IBM Server security, Single Sign On and increased password complexity.
- 2 Web Enablement of SunGard enterprise software applications
- 3 Field Device wireless access to selected SunGard applications (Work Orders and Code Enforcement
- 4 Expansion of Document Imaging.
- 5 Policies and Procedure development
- 6 Wide Area Network and Internet Service Provider Request for Proposals
- 7 Network Improvement Action Plan. (Migrate VPN services from Schools, Always on VPN for selected remote locations.
- 8 Develop technology training plan with new HR Director
- 9 Treasurer and Commissioner of Revenue needs assessment for commercial off the shelf Personal Property Tax software application.
- 10 Expansion of mobile device management to additional mobile users.
- 11 Timbrook Public Safety Center server virtualization.
- 12 Computer Hardware grading and year 2 of hardware refresh.

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Information Technology

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Develop a physical location to support employee training including on-line training and software to track required and attended training events.
- 2 Business process analysis to streamline processes, simplify citizen interaction. Improve automation where feasible.
- 3 Restore employee wellness program.
- 4 Fund tuition assistance

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Winchester Parking Authority

From your department's perspective, 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, city support, debt of the George Washington Autopark and fund balance through FY 2017. The projections also depict the necessary rate increases for each fiscal year. 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.
- **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 during nights and weekends. We experience nights and weekends: vandalism, people sleeping in the stairwells, people urinating/defecating in the garages, etc. We have approximately 100 cameras located in the garages but they do not deter all such activities.
- **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 floor instead of their assigned space. The Authority is concerned with maximizing the usage of the parking facilities at an affordable price. The global parking committee is currently studying this aspect of garage operations.
- **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. We receive daily complaints about the costs of parking.

**MANAGEMENT IN PROGRESS 2014
PROJECTS AND ISSUES
Winchester, Virginia
December 2013**

DEPARTMENT: Winchester Parking Authority

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

- 1 Received funding for capital maintenance needs. Have begun working with BRD on developing technical specifications and drawings in preparation to bid out construction work.
- 2 Continue meeting deadlines as outlined on maintenance workplan
- 3 Continue meeting regularly with global parking committee
- 4 Continue to align expenses/revenues with projections worksheet
- 5 Continue working towards launching credit card on file for monthly parkers (currently under test mode before system is launched)
- 6 Continue to work towards launching a debit card program for hourly customers
- 7 Routing current camera system at all garages to our main office at GW AP
- 8 Conducting study for George Washington Hotel for their customers to be able to more efficiently enter/exit our facilities through the use of automation systems

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Winchester Parking Authority

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Launch credit card on file for monthly parkers
- 2 Launch debit card program for hourly customers
- 3 Complete routing current camera system at all garages to main office at GW AP
- 4 Continue to provide adequate parking that is safe, convenient, clean and close – Authority's mission
- 5 Continue to address maintenance items at garages

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Parks and Recreation

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

- Creating a More Livable City for All
- Social Sustainability
- Funding
- Food Insecurity
- Human Resources – increase in staff
- Expanding the Box- Deprogramming staff – changing mind set
- Killing the Old Paradigm – hierarchy vs. communal circle, patriarchy vs. equality, bureaucracy vs. efficiency, ego/power/control vs. inspiration and creativity, materialism vs. spirituality and quantitative analysis vs. instinct. NEED BALANCE
- Common-Unity vs. Haves and Have Nots
- Radiation
- Contamination
- New Economy
- Diaspora
- Child Care
- Protecting Vets
- Helping Disenfranchised.

MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES Winchester, Virginia December 2013

DEPARTMENT: Parks and Recreation

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

- 1 Prepping for the Best World Series Ever (in the history of the world)
- 2 Bermuda Grass Fields- Outside Contractor or Internal Maintenance – People and Equipment
- 3 Field Maintenance Plan Timeline for all playing surfaces in park system
- 4 Aquatics Facelift – schedule, programs, staff
- 5 ADA Bridgeforth Stadium Work (Sidewalks, Dugouts, Bathrooms, Ticket Booth and Souvenir Stand)
- 6 Winchester Parks and Recreation Needs Assessment
- 7 Community Garden Pilot Program at Frederick Douglass Park
- 8 Artificial Turf at Bridgeforth Stadium
- 9 McCormac Amphitheatre
- 10 Disgruntled User Groups
- 11 Community Recreation Programming and Fees
- 12 Instituting New Field Renovation and Building Model
- 13 Department Marketing Plan
- 14 Pipes and Infrastructure in the Park
- 15 Change in Gym Schedule

- 16 Change Preston Field Schedule
- 17 Institute Internal Trolley use
- 18 Partnership w/ Old Town on Special Events
- 19 Internal Facility Upgrades at Park Maintenance Facility
- 20 Storage at Park Maintenance
- 21 Shelter Upgrades
- 22 Jim Barnett Park Beautification (beds and plantings) sign, building material and color palate uniformity
- 23 Coping with Department Restructure
- 24 Developing Partnerships – Discovery Museum, Handley Library and Blandy Farm

INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS

Winchester, Virginia

December 2013

DEPARTMENT: Parks and Recreation

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Accessible Pathways and trails
- 2 Funding for artificial turf at Bridgeforth Stadium
- 3 Skate Pavilion Fund Raising
- 4 Sponsorship for World Series
- 5 Addressing Field Conditions at JBP
- 6 Equipment to Maintain our own Fields and Parks – reel mower, double slit spreader, core aerifier, thatcher, sod bank, etc.
- 7 Community Garden Implementation at four parks and Community Cannery at FDP
- 8 Training for Park Maintenance- Turf, Bermuda Grass, pesticides, fertilizer apps.
- 9 Tuition Assistance and Staff Development for Recreation Staff
- 10 More full-time Park maintenance staff to appropriately maintain 270 acres of park land. 3 full-time plus one horticulturist.
- 11 Development of Frederick Douglass Park as a fully operational park and community center. (Soccer/lacrosse/softball/outdoor fitness center/trails, outside restrooms, community garden, free little library, Picnic area and lights.)
- 12 New Soccer/Lacrosse/Rugby and Softball fields spread across Weaver, Whittier, FDP and Friendship
- 13 Needs Assessment Completion

- 14 Community Recreation Program Brochure 3 times a year.
- 15 JBP Beautification to include uniformity in signage, building material, color palate, flowerbeds and plantings, etc.)
- 16 On-line participant registration for WebTrac
- 17 Outside restroom in 4 parks – Weaver, Whittier, FDP, and Friendship
- 18 Rental Space at YDC for Senior Programming and Middle School Afterschool
- 19 Storage space for equipment at PM
- 20 Upgrade to work space at Park Maintenance to include heat.

DEPARTMENTAL SUCCESSES 2013

Winchester, Virginia

December 2013

DEPARTMENT: Planning

Please list your department's most important achievements that were completed during 2013 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Berryville Avenue Corridor Enhancement District Rezoning

Impacts: Implemented key gateway enhancement tool as called out as Policy Agenda Action item#2 under Goal 4 of the Strategic Plan to Create a More Livable City for All. From this point forward, design standards and guidelines will be used to incrementally create an attractive entryway for tourists entering the City from Rte 7 and from I-81 via Exit 315.

Success: National Historic District Amendment

Impacts: Successfully secured Certified Local Government (CLG) funds to pursue documentation and mapping supporting a change to the Period of Significance (POS) for the existing Winchester National Historic District. The change will benefit owners of structures that were built subsequent to 1929 but no later than 1964. Redevelopers of these properties will be able to utilize State and Federal historic preservation tax credits of up to 45%.

Success: Green Circle Trail- Town Run Linear Park, Phase II

Impacts: Worked with consultant to establish multimodal trail alignment through difficult terrain connecting existing terminus of Green Circle Trail at E. Pall Mall St through Town Run canyon to connect at north end with easternmost stub of E. Cecil Street in the S. Kent St area of Old Town.

Success: Jubal Square, Bottling Works and Cedar Creek Place Planned Development Rezoning

Impacts: Worked with private-sector developers to prepare development plans for multifamily developments of 140, 18, and 132 apartment units respectively that will provide unmet demand for high-quality rental housing serving young professionals, college students, and empty nesters as called out in the adopted Comprehensive Plan.

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Planning

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

- Competition with Frederick Co for retail, residential, and office development
- Continued loss of taxable real estate to tax-exempt status
- Balancing Preservation and Development
- Corridor appearance (signage, landscaping, overhead utilities, land uses)
- Completion of the Green Circle Trail
- Becoming too much of a center for Dependent Population
- 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
- Funding overdue capital projects such as schools, drainage, and sidewalks

MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES Winchester, Virginia December 2013

DEPARTMENT: Planning

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

- 1 Historic District Survey- Amendment to Existing District Period of Significance
- 2 Development Review- Rezoning, CUP's, site plans, subdivisions, street vacations
- 3 Green Circle Trail
- 4 Millwood Avenue Project
- 5 MPO Long-range Transportation Plan Model Update
- 6 Downtown Housing Opportunity analyses- Investigating multifamily and mixed use possibilities on downtown properties
- 7 Zoning Text Amendment- Assist Zoning Administrator with Signage provisions
- 8 Zoning Ordinance Rewrite- Assist Zoning Administrator with major rewrite
- 9 Discovery Museum Pocket Park/Indian Alley Realignment
- 10 John Kerr Elementary School PPEA- Impact Review of two proposals
- 11 CLG Civil War Interpretive Signage grant administration
- 12 MPO South Winchester Area Study
- 13 Publicly-owned Property Inventory & Map

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Planning

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Corridor Enhancement District implementation- additional rezoning such as Millwood Ave, National Avenue, and/or Fairmont Ave
- 2 CLG funding for grant to pursue Expansion of National Historic District
- 3 John Kerr Elementary School Subdivisions and Site Plans (and Rezoning, if needed)
- 4 Interpretive Signage for Taylor Hotel
- 5 Board of Architectural Review staffing and support
- 6 Citizen Satisfaction Survey (every 3 years- 2008, 2011, 2014)
- 7 City Planning Department webpage update and enhancements
- 8 Assist Parks & Recreation Dept with Needs Assessment
- 9 North City Neighborhood Park Opportunities
- 10 Green Circle Trail expansion

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Police

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

- The tax base will remain constrained due to lack of room to expand and build.
- Public Safety communications
- Training and succession planning. Department heads are being replaced from outside indicating lack of succession planning.
- Building Security. Our city buildings remain very open and unsecure despite national trend in active shooter.
- Mental Health issues. On average, the Police Department has to deal with a person suffering from mental illness and requiring emergency evaluation every other day. This is a tremendous drain on manpower since each incident can takes a minimum of 2 hours.
- The community is very have and have not. Within a matter of a few 100 feet the median income can jump \$30,000. Social services are not being provided to keep up with the issues of drug abuse, teen pregnancy, mental health and poverty.
- Salary issues. The city compensation system does not compensate employees for experience on the job. This leads to salary compression between ranks and disincentive to seek positions of greater responsibility.

**MANAGEMENT IN PROGRESS 2014
PROJECTS AND ISSUES
Winchester, Virginia
December 2013**

DEPARTMENT: Police

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

- 1 Public Safety Communication
- 2 Active Shooter training
- 3 Equipment and uniforms including: SWAT truck, personal body cameras, support clothing to provide a cooler ballistic vest carrier and reduce weights on officer's gun belts, thus alleviating back strain.
- 4 Paperless reporting

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Police

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Active Shooter training
- 2 Building Security
- 3 Public Safety Communications
- 4 Computer upgrades for mobile policing
- 5 Computer based Emergency Medical Dispatch for ECC.
- 6 Upgrades to WPD assembly room.
- 7 Develop a new system for testing PO applicants

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Public Services

From your department's perspective, 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.). Part of this includes looking at trying to reduce the annual transfer from Utilities to the General Fund.
- Competitive employee salaries
- Equipment replacement
- Construction of a new Public Services Maintenance Facility

**MANAGEMENT IN PROGRESS 2014
PROJECTS AND ISSUES
Winchester, Virginia
December 2013**

DEPARTMENT: Public Services

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

- 1 S. Loudoun/Abrams Creek Drainage Project
- 2 Green Circle Trail Phase II
- 3 Citywide Sidewalk Improvements – Phase II
- 4 Monticello Extension
- 5 Hope Drive Extension
- 6 Tevis Street Extension
- 7 Valley Avenue Sidewalk/Drainage Improvements
- 8 Realignment of National/Piccadilly/East Lane
- 9 Nester Drive Extension (John Kerr School)
- 10 Meadow Branch Extension
- 11 Millwood Avenue Improvements (with SU)
- 12 New Public Services Maintenance Facility
- 13 Proposed Stormwater Utility
- 14 Consideration of New Utility Billing System and ability for customers to access their utility account online.

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Public Services

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Employee salaries – look at internal and external equity
- 2 Electronic timesheets

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Winchester City Sheriff's Office

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

- Moving a larger portion of the Capital Expenditure dollar away from plant and road projects. Ear mark these monies for the following projects
- Supplement monies as needed to complete the renovation of the Joint Judicial Center. Ensuring a timely and effective rehabilitation of the building and its services. This will be the fourth space study in the past seven years. The building is still 85,412 square feet (+/-) and the exterior walls are the same. Structurally we can't build up nor out to any extent. The Cameron Street lot must remain a parking area. Therefore there has to be a hard line on the use of space and occupancy. It won't get any cheaper than now!
- Upgrade the entire phone system in every city building and facility. Include total voice mail and message systems. Provide an active phone extension for all employees working within a city building.
- Enhance the five (5) year I/T plan by ensuring adequate emergency notification software availability on every desktop (P/C). City Wide emergency notifications and emergency up dates should be available to every workstation. A program should be available on every desktop that gives instant access to contact numbers for all emergency services and city employees. This service should be extended to all employee "hand held devices".
- Assign a select group of employees to rewrite the CEMS manual. The manual currently encompasses about 150 pages more or less. There is both status and procedural information in the manual that is out dated or in error due to changes in addresses, phone numbers or agencies. Every employee should have access to every page of the manual. The easiest way to do that is on line of course. Currently, if an employee goes to a site such as <http://internal.winchester.va.gov>, the manual can be reviewed. But not in its entirety. Rewriting the CEMS is not an easy task and by the time it is done, something has changed. The remedy for that is to develop a source and process by which changes can be made and forwarded to city employees immediately.

- The next five years will see at least a 40% increase in needed services within the JJC. No office or agency within the building is immune from this. Even the Virginia Supreme Court recognizes this and constantly urges action to be ready for the inevitable. The JJC for the last four years has been the busiest Courthouse in the 26th Judicial District. It handled over 80,000 cases last year. And operated better than 65% of its workdays in over time status. The Sheriff's Office workload has grown better than 13.5% a year for the last 6 years. Yet our workforce has only grown by about 3% in the same time period. We must always be aware that the courts often have rooms filled beyond Fire Code capacity. And that in the event of an evacuation we must have sufficient personnel to assist in the exit of citizens through controlled access areas to the ground floor and out. This is an evacuation nightmare and a security hazard at the same time. Even in regular duty status we must scramble to cover the courts. Do we do it? Absolutely! Where do we get the manpower now? We rob Peter to pay Paul. Our civil process service to the courts and citizens suffers greatly. We must bring in civil process deputies from the road to cover the courts. We are to the point where we have no more deputies to "bring in".
- Hand in hand with this short fall of manpower is our service to the judiciary. Many of the papers that we serve are generated by the Clerks Offices and the Judges. Timeliness of service is crucial. When we are totally committed to the Courthouse, we can't serve those papers. The most direct and economical answer to these two issues is the hiring of two full time personnel to cover fixed security posts within the JJC.
- Mentioned under Successes 2013 is our effort to complete our VLEPSC Certification. It is a process that needs to be actively pursued every day. At our present manpower level that is impossible to do. Along with that process, is the need to complete twenty-six (26) other security functions every day that the JJC is open? There is often no manpower to pick from, to complete these other tasks. The addition of the two positions noted above would release other deputies to perform the needed task(s).

MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES Winchester, Virginia December 2013

DEPARTMENT: Winchester City Sheriff's Office

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

- 1 2013 Captured Funds Grant. This year is the first time that such a grant has been presented to Virginia Law Enforcement Agencies. Drawing on captured funds from State and Federal Agencies, law enforcement has been able to apply for project(s) money with no knowledge of the actual statewide amounts available. The program is overseen by the Commonwealth's Attorney General's Office. Our submission has asked for funds to replace four pieces of security equipment. The A/G has approved our grant but due to the recent Federal Government Sequestration period we are on hold for a fund date.
- 2 The Joint Judicial Center (JJC) is scheduled for renovation. Space Studies have been completed and all occupants are awaiting costs and results. Unlike any other tenant in the building, the Sheriff's Office must be concerned with all changes in order develop the best security plan for ALL building occupants. The Sheriff needs to be kept abreast of all ideas and plans in order to facilitate the appropriate safety and security plans as the project moves forward.
- 3 The city wide Emergency Communications plan affects every City department. The future P25 initiative is critical to Fire/Rescue, Sheriff and Police. The direct effect on the Sheriff's Office is that of communications placement within the JJC. The Sheriff has never had the appropriate complement of portable communications devices. For the time being we have put some alternative communications on hold until the P25 system arrives. For the JJC the P25 system means better security and life saving abilities. We do not have the funding to take any other direction at this time.
- 4 The Sheriff's Office is maintaining its Evacuation Plan for the JJC. Such plans require practice on a yearly basis. By the nature of the event, JJC personnel cannot put the plan to practice during workdays. As such, funding and cooperation is required in order for every office to be fully represented on a given Saturday. The exercise would be composed of approximately 179 employees and judicial staff.

- 5 JJC signage. Over the past 25 years the JJC has undergone dozens of tenant changes and internal wall modifications. As with any Judicial Center, the lines between public and secure areas are well defined. By design, public egress is generally limited to the Cameron and Kent Street entrances. The design was probably adequate in 1984. It is not now! Our daily flow of citizens and employees often exceeds 2,000 people. Many moving about freely and many as well in courtrooms and behind closed doors. We mentioned above, the Evacuation Plan. Getting people in to the building is not a problem. Getting them out is the issue. The Evacuation Plans call for directional demarcation throughout the building. All color coded and some luminescent markings.

Properly installed and maintained, the system will retain its value indefinitely.

- 6 The Sheriff's Office has made strides in upgrading its fleet. We continue to search for grant monies that will allow the purchase of at least one motorcycle. The mission for the unit has not changed. The two primary purposes would be Civil Paper service and a more agile patrol unit for events throughout the city.
- 7 Field Training Program (FTO). Consistent with our effort to receive VLEPSC Accreditation is the need for an active FTO program. The Matrix for the program has been designed and drafted. Deputies have been earmarked to begin the writing of the various program sections. We need to continue to move forward by finding the funding necessary to send the identified FTO deputies to the appropriate schools.
- 8 Consistent equipment levels. We equip all of our deputies comparably. This is critical for the assurance their survival in volatile situations. As our workload grows, so does the need for quality safe transportation for each deputy. Our inspection programs insure the consistency of the vehicles and their operability. Stocking the vehicles themselves with the right emergency equipment is another matter. Any deputy that rushes to any car in an emergency should expect to be able to retrieve the needed gear no matter which vehicle he or she goes to. As you can imagine, most of that equipment is expendable and perishable. As such it becomes costly to furnish each vehicle. A short list of such gear follows. Leg irons, hand cuffs, ante spit hoods, safety vests, flairs, rain coats, chalk, measuring equipment, fire extinguishers, extra ammunition, spare batteries, portable flood light, hazmat gear, first aid kit(s), defensive ballistic shields and thermal blankets. The costs for equipping each vehicle can run as high as \$2,000.00 a cruiser. The cost of not having the equipment can be much higher.

- 9 Computer equipment. The Sheriff's Office has received some excellent benefits this year from I/Ts five-year plan. Coming together this year has also been the start of planning and research for capital improvements to the JJC. The Sheriff's Office occupies the area in the basement of the old EOC. The deputy's area needs to have improvements in lighting, ventilation and technology. The technology improvements would include Cat 5 wiring and computer stations for the deputies writing reports. We have eight to thirteen deputies who write reports, handle evidence and do civil returns in that area. **They have the use of one computer.** Their supervisor has no computer. The addition of eight (8) P/Cs would handle the exiting needs and be sufficient for the next eight to ten years. The supervisor's P/C should have inquiry access to "Virginia State Courts" and contain a viable software package, including scheduling protocols.

- 10 Increase in full time workforce. The Sheriff is responsible for all safety and security issues. Manpower assignments are directed at these issues every day. The JJC has two entrance/exit locations. Those doors are manned by WCSO deputies and equipped with walk-thru metal detectors and x-ray machines. We man those posts with part time deputies 95% of the time. Our full time staff is overwhelmed with duties in the courts and completing civil process tasks. We are at maximum full time staff by statute. Any full time positions that we need would have to be financed by the city. Filling the noted posts with part time people in of itself is very difficult. The part time people we use are sworn and fully qualified. The issue is that we have to schedule for these posts in the same manner that you fill a 24 hr post. And that is, 3.75 people for every 24 hrs. This is caused partially because our part time people work at the NRADC full time and we often have to have two scheduled per post to fill the 8.5 hr slot. We need to establish fixed schedules at those two posts just as we do for the rest of our assignments. An issue that could be resolved with the hiring of two more full time deputies.

INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS

Winchester, Virginia

December 2013

DEPARTMENT: Winchester City Sheriff's Office

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 The JJC. Make the east and west entrances of the courthouse ADA compliant.
- 2 Support the Sheriff's Office involvement in all phases of the JJC renovation project
- 3 Provide audio visual aids for the Sheriff's Assembly room.
- 4 Authorize the City's Grant Writer to research and assist with the procurement of at least one motorcycle unit.
- 5 Develop and produce a "City News Line" to supplement the CityE-News. Not all city employees have access to computers.
- 6 Completion of the P25 Communications Project is paramount for the safety of the cities citizens and the emergency personnel that have to respond to events. The Federal Government has mandated the program. It may not be timely but it is crucial that we provide our emergency services personnel with the tools to do the job that the citizens ask of us.
- 7 Find the funding to hire two more full time deputies for the WCSO. Projecting a starting salary of \$15.00 per deputy. The total budget cost for one year would be \$86,368.00 for two deputies. This includes a 22% benefits package and a \$5,100.00 Health package per deputy.
- 8 Budget the funding to pay city employees their salary for one half days pay once a year to participate in Evacuation Drills at the JJC. Develop an MOU with the State Courts to fund the participation of JJC employees paid by the state.
- 9 Create a Line Item in the budget to fund initial and disposable equipment for use in the WCSO vehicle fleet. Estimated start up costs for such a Line Item would be approximately \$28,000.00

- 10 Establish funding for the purchase a small commercial refrigerator to store perishable evidence. Obtain funding for the purchase of an evidence cabinet. Sheriff's deputies obtain and process about 150 evidence items a year.
- 11 Enhancement of the existing DX8100 camera system in the JJC. By installing an inexpensive laptop and monitor in room 2C of the JJC. This area is the WCSO fingerprint room. The monitor would be used to observe the cellblocks and courtrooms within the JJC. That area is the center of courthouse activity and would allow for a more knowledgeable response to events in the courtrooms and cell blocks. In addition, another monitor (no CPU) should be installed in the office of the Court Security Supervisor.

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Social Services

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

- Increase in those applying for Supplemental Nutritional Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), and Medicaid services for FY 2013. Unduplicated client count of 9,849 for FY 2013.
- Number of City residents living below the poverty level (18% U.S. Census, Small Area Income Poverty Estimate-SAIPE).
- Number of children living below the poverty level (24% U.S. Census, SAIPE).
- Implementation of the Affordable Care Act over three-year period. In October 2013, VaCMS was implemented to automate Children and Families Medicaid. Flaws in system creating increased processing time and increase frustrations of staff.
- Potential impact of Medicaid reform if elected by State of Virginia.
- Significant substance abuse issues as evidenced by: Increase number of referrals of substance exposed infants, number of referrals with caregivers with substance abuse issues, significant number of child removals related to substance abuse issue.
- Increase in referrals of child maltreatment involving caregivers who use heroine.
- Decreasing Medicaid providers due to complex Medicaid regulations, Medicaid reimbursement rates, and timeliness of reimbursements
- Changes by the Office of Comprehensive Services to the policies for at risk youth accessing key behavioral health services—Intensive In Home Services, Therapeutic Day Treatment, and Mental Health Support.
- Virginia Department of Social Services remanding FAMIS health insurance to the locality resulting in increased caseloads. No additional funding provided.
- Lack of available mental health support for indigent/uninsured. Observed decrease in services offered by the Community Services Board.

- Potential impact of Sequestration on the funding of core agency programming.
- Housing Choice Program—decrease in program revenue to due decrease in the administrative fee and decrease in the leasing rate.
- No increase in State funding to meet the needs of increasing caseloads (no increase to administrative budget line).
- Planned retirement in two critical Social Services positions.
- Increase in caseloads and applications due to Affordable Care Act requirements
- New data system, VaCMS, for the management of Medicaid applications is not fully functional resulting in taking longer to process applications. Benefit Programs staff currently working from three databases that do not communicate with each other.
- Lack of staff training provided by the Virginia Department of Social Services on the Affordable Care Act, new data system (VaCMS), and changes in policy/practice
- Decrease in Comprehensive Services Act funds by the Office of Comprehensive Service.
- Increase risk of financial penalties for the City of Winchester for worker error.

MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES Winchester, Virginia December 2013

DEPARTMENT: Social Services

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

- 1 Implementation of CommonHelp—web based application for the application of benefits.
- 2 Implementation of the Affordable Care Act—Transition period of three years with programmatic and database systems changes (VaCMS).
- 3 Succession planning for critical positions.
- 4 Transitioning to a data-outcome driven management.
- 5 Implementation of Internal Revenue Requirements for the protection of client information.
- 6 Hiring of a Comprehensive Service Act Coordinator.
- 7 Compliance with the Comprehensive Services Act and completing corrective action planning; Implementation of CPMT Strategic Plan.
- 8 Re-evaluation of agency emergency management plan. Strengthening relationship with Emergency Management Coordinator and the American Red Cross. Completing Winchester Social Services Emergency Sheltering Handbook.
- 9 Creation of a new employee orientation program.
- 10 Strengthening cooperation and collaboration between the Winchester Police Department and the Department of Social Services to improve the joint investigation of child maltreatment.
- 11 Completion of a customer satisfaction survey.
- 12 Evaluation and narration of internal finance procedures and practices for training of staff and decreasing financial risks.

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Social Services

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Support Winchester Social Services Strategic Planning.
- 2 Increase communication and cross training between City Departments.
- 3 Evaluation of employee salaries and compression.
- 4 Implement training program for supervisors.
- 5 Exploration of employee morale and retention opportunities.
- 6 Evaluate Employee Wellness Programming.
- 7 Evaluate current employee performance tool.
- 8 Formalized training for Boards on FOIA.
- 9 Evaluation of the new employee hiring process to minimize delay.
- 10 Exploration of unmet community needs related to substance abuse and mental health issues.
- 11 Consider the possible need for additional administrative supports for the Department of Social Services.

MAJOR CHALLENGES

Winchester, Virginia

December 2013

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

From your department's perspective, 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 growing traffic needs.
- Ensuring that citizens remain friendly and welcoming to visitors.
- Addressing unemployment and creating jobs.
- Continuing development of new tourism product, always having 'something new' to promote.
- Addressing employee morale & retaining great staff at all levels.

MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES Winchester, Virginia December 2013

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 We are in the process of developing a 6-8 minute video that will highlight the history of Winchester-Frederick County, highlight and promote outdoor activities, Old Town Winchester, the communities of Stephens City & Middletown, shopping experiences, dining, recreation and the culture of our area.
- 2 We are also in the process of developing B roll, and a 30 second commercial suitable for running on any broadcast television facility.
- 3 We continue to work on the development of a great library of professional photos.
- 4 We are in the process of creating a Geocache tour that will introduce geocaches to our historical attractions. We are also assisting with the development of a geocache tour that will feature Civil War Trail signs in Winchester-Frederick County.
- 5 We are examining the probability of developing an interactive tour of Winchester-Frederick County points of interest and attractions through the use of a mobile app.
- 6 We are in the process of determining the level of interest our hospitality partners have in engaging their frontline personnel in a FAM tour that we will design and conduct for them in the spring of 2014.
- 7 We are in the early stages of producing the official 2014 Winchester-Frederick County Visitors Guide.
- 8 We are in the process of preparing for AAA Superbowl of Knowledge Marketplace in Greensboro, NC.

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

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 2014.

- 1 Please ensure that the highway signage/Wayfaring signs properly & adequately direct visitors, entering Winchester from all major routes 7/11/50/522/81, to the Winchester-Frederick County Visitors Center. (We have recently had complaints regarding the lack of signage.)
- 2 Completion of the Green Circle Trail.
- 3 Maintenance of the trails, after they are completed.
- 4 Continue to quietly address the geese issue.
- 5 Update Cems, and bring back tuition assistance for our employees.

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Treasurer

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

- Ability to reference and pay taxes on line
- Increase Tax Revenue
- Information Technology Improvements

**MANAGEMENT IN PROGRESS 2014
PROJECTS AND ISSUES
Winchester, Virginia
December 2013**

DEPARTMENT: Treasurer

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

- 1 Continue to work on Real Estate and may enter into a Contract with the selling of Real Estate that is passed 2 years delinquent
- 2 Will be working with and training a New City Treasurer effective January 1st, 2014
- 3 Year End Audit for June 30th, 2013
- 4 License Fees. Elimination of license fee for every year. Process one license fee upon purchase and change PP rate to offset revenue fees. Discussion stage with Commissioner of the Revenue
- 6 Develop future plan for Personal Property application with the Commissioner of the Revenue

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Treasurer

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Would like for our citizens to be able to look up their Real Estate accounts for Inquiry purposes.
- 2 Downloading the Dog License Renewal letters to BMS and having them sent out as a bulk mailing.
- 3 Enhance Tourism through Events

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Zoning and Inspections

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

- Identifying and implementing viable solutions to vacant, obsolete, and derelict properties.
- Limits on greenfield development opportunities, working with property owners/developers to conduct rehabilitation and adaptive reuse of existing structures/properties.
- Improving the quality of housing stock throughout the City, especially within each of the City's six rental housing inspections districts.
- Reducing nonconforming properties and uses in order to have land uses in conformance with vision and goals of City's comprehensive plan.
- Improving and then maintaining appearances of major entryways into the City, especially those leading to the Historic Winchester district.
- Bringing gradual change to substandard and blighted properties throughout the City, through rehabilitation, property owner changes and demolition.
- Working with property owners who have code violations on their property, but do not have adequate financial resources to correct the outstanding issues, especially in older, lower-income neighborhoods.
- Limitations of City financial resources to correct properties in cases where property owners fail to abate property maintenance issues.
- Rental property owners who only maintain their properties to the bare minimum life safety standards.

MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES Winchester, Virginia December 2013

DEPARTMENT: Zoning and Inspections

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

- 1 Zoning Ordinance revision – working with Planning Director on revisions to ordinance to bring into conformity with State enabling statutes, eliminate outdated codes, and implement new tools and techniques.
- 2 Zoning Ordinance Amendment – Temporary Signs.
- 3 Public Safety Communications Tower – Conditional Use Permit
- 4 Ongoing development review – certificates of occupancy, building permits, Board of Architectural Review, Board of Zoning Appeals.
- 5 Improving online customer service options, updating and increasing information on City website and updating all departmental forms.
- 6 Continued document imaging of current projects and records, as well as previous property records and land use decisions.
- 7 City Code amendments for code enforcement (vacant building registry, notice requirements for tall grass & trash).
- 8 Develop and implement Safe Cities initiative with Police and Fire and Rescue Departments
- 9 Abatement of public nuisance at 414 South Braddock Street.
- 10 Several large construction/renovation projects throughout the City (Gateway Office Building, Discovery Museum, Taylor Hotel, Cedar Hill Apartments)
- 11 Continue to identify properties that are eligible for derelict and spot blight abatement programs.

INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS

Winchester, Virginia

December 2013

DEPARTMENT: Zoning and Inspections

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Adoption of additional Corridor Enhancement Districts previously identified by the Planning Commission and City Council but not yet formally adopted.
- 2 Scanning/digitization of old property information, land use decisions, zoning permit files.
- 3 Complete updates to Zoning and Inspections forms and website information.
- 4 Building Permit Fee Schedule review and modifications
- 5 Improve guides and outreach for prospective businesses and developers to outline City processes and requirements for development approvals, reviews, development incentives, and fees.
- 6 Improve departmental outreach to citizens, contractors, businesses, and civic groups.
- 7 Improve training and education of Boards and Commissions.
- 8 Increase cross-level training for codes compliance and zoning enforcement.
- 9 Continue to reduce departmental “silos” by aggressively identifying and resolving community issues that address multiple City departments’ areas of responsibility as a team (CRT).
- 10 Improve field-computing capabilities of building inspections and code enforcement staff.

SECTION 4

CITY OF WINCHESTER PLAN 2014 – 2019 [Summary 12/15/14]

City of Winchester Goals 2019

Grow the Economy

Create a More Livable City for All

Develop a High Performing Organization

Continue Revitalization of Historic Old Town

City of Client Goals 2019 Worksheet

1. Grow the Economy
2. Create a More Livable City for All
3. Develop a High Performing Organization
4. Continue Revitalization of Historic Old Town

IMPORTANCE	
Personal	Team
12	1
20	2
22	3
28	4

* The City Commission ranked the four goals from “most important” = 1 to “lesser importance” = 4. The number in this column represents the total score for each goal.

GOAL 1	GROW THE ECONOMY
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<p>► Objectives</p> <ol style="list-style-type: none"> 1. Develop a workforce prepared for 21st century job opportunities 2. More higher paying jobs for residents through federal government, professional/support service and manufacturing 3. Expand educational programs linked to medical and healthcare job opportunities 4. Increase number of start up businesses 5. More diverse local economy 6. Increased high tech businesses and job opportunities 7. Increase federal government offices and job opportunities 8. More manufacturing businesses in Winchester 9. Have higher occupancy in unoccupied commercial/industrial sites 10. Expanded medical and healthcare facilities and services 11. Grow professional/support services for businesses 12. More tourists coming to experience Winchester 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="padding: 5px;">PRIORITY</th> </tr> </thead> <tbody> <tr><td style="text-align: center; padding: 5px;">8</td></tr> <tr><td style="text-align: center; padding: 5px;">7</td></tr> <tr><td style="text-align: center; padding: 5px;">7</td></tr> <tr><td style="text-align: center; padding: 5px;">7</td></tr> <tr><td style="text-align: center; padding: 5px;">5</td></tr> <tr><td style="text-align: center; padding: 5px;">5</td></tr> <tr><td style="text-align: center; padding: 5px;">3</td></tr> <tr><td style="text-align: center; padding: 5px;">2</td></tr> <tr><td style="text-align: center; padding: 5px;">2</td></tr> <tr><td style="text-align: center; padding: 5px;">1</td></tr> <tr><td style="text-align: center; padding: 5px;">1</td></tr> <tr><td style="text-align: center; padding: 5px;">0</td></tr> </tbody> </table>	PRIORITY	8	7	7	7	5	5	3	2	2	1	1	0
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<p>► Value to Residents</p> <ol style="list-style-type: none"> 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 	
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► Challenges and Opportunities		PRIORITY
1. Lack of a conference/convention center to host significant numbers or major events		7
2. Promoting and creating a positive environment for small business “start ups” and growth		7
3. Changing the perception of Winchester from “non exciting, boring, stuffy” City to “dynamic, vibrant, safe, lively and welcoming” City		6
4. National marketing the Winchester community and the region for business		6
5. Marketing to retail businesses not currently present in the City		6
6. Attracting young college educated professionals		5
7. Growing interest and marketing in historic, civil are and outdoor recreation tourism		4
8. Positive momentum with Shenandoah University and Valley Health		3
9. Tapping the location near Washington, D. C.		3
10. Competition and collaboration from County and other communities		3
11. Location: easy access to major metropolitan areas and to great outdoor experiences		3
12. Uneven “playing field” with Virginia’s moratorium on annexations		2
13. Federal government decentralizing office and agency locations		1
14. Attracting value added businesses that are less subject to outsourcing		1

► Actions 2014 – 2015		PRIORITY
1. Meadow Branch Avenue: Development	M/CC	8
• Discuss with Private Owner	2013	
• Rezoning		
• Road Extension: Funding Mechanism		
• Identify Developers		
2. Federal Mogul: Reuse	Mgmt	7
• Brownfield Clean Up (EPA)	2013	
• Direction: Development		
3. Conference Center: Development	M/CC	6
• Presentation: Report	2013	
• Direction		
• Funding		
4. Retail Attraction/Retention Strategy Identify “Potential” Retail Businesses Develop Marketing Proposal	M/CC	6
• Funding		
• Completion		
• Action		

► Actions 2014 – 2015 (Continued)			PRIORITY
5. Enterprise Zone: Next Steps	Mgmt 2013	5	
• Plan: Adoption by Mayor and City Council			
• Incentives			
• Policies and Procedures			
6. Patsy Cline Economic Strategy	M/CC	5	
• Music Festival: Evaluation			
• Celebrating Patsy Cline: Development Specific Expectations and City's Role			
7. City Relations with Businesses: Action Plan	M/CC	5	
• City Presence and Participation: Opening			
• Option Report			
• City Packet for New Businesses			
• Ambassador/Host New Business			
• App Development			
8. Zero Pak Redevelopment	M/CC	5	
• Zoning			
• Subdivision			
9. Tourism Marketing Program	M/CC	1	
• Funding			
• Marketing			
• Development			
• Actions			
10. Winchester Towers: Redevelopment	Mgmt 2013	0	
• City Participation and Finding Mechanism			
• Monitor Owner Actions			
11. McCormac Amphitheater: Development	Mgmt 2013	0	
• Needs Assessment			
• Direction			
• Funding			
12. Monticello Battaile Road Development	M/CC Mgmt 2013	0	
• Decision: Direction			
13. EDA Staffing	M/CC	0	
• Evaluation			
• Proposal with Recommendations			
• Funding			

► **Management in Progress 2014 – 2015**

- | | |
|--|------|
| 1. Major Employer Attraction Strategy: Implementation (EDA) | 2013 |
| 2. Cancer Center Development: Site Plan, Bond Issuance | 2013 |
| 3. 317 South Cameron Street Redevelopment (Old Jail): Close the Deal | 2013 |

► **Major Projects 2014 – 2015**

1. Valley Health Expansion: City Participation
2. Student Housing Long Term Plan

► **On the Horizon 2015 – 2019**

1. Ward Plaza: Taft Avenue
2. Valley Health Expansion: City Participation
3. Student Housing Long Term Plan
4. Professional and Corporation Business Recruitment/Attraction Strategy

GOAL 2	CREATE A MORE LIVABLE CITY FOR ALL
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<p>► Objectives</p> <ol style="list-style-type: none"> 1. Revitalize the North side neighborhood 2. Develop neighborhood parks with amenities and community gathering spaces: Weaver, Whittier, Friendship, Douglass 3. Upgrade City school facilities 4. Manage future growth, development and redevelopment consistent with City's vision, comprehensive plan and development standards and policies 5. Revitalize center city neighborhoods 6. Create a safe community: people feeling safe in all neighborhoods 7. Create a more bikable and walkable City connecting key community destinations 8. Upgrade the quality of rental housing stock 9. Upgrade City infrastructure 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="padding: 5px;">PRIORITY</th> </tr> </thead> <tbody> <tr><td style="text-align: center; padding: 5px;">8</td></tr> <tr><td style="text-align: center; padding: 5px;">7</td></tr> <tr><td style="text-align: center; padding: 5px;">6</td></tr> <tr><td style="text-align: center; padding: 5px;">5</td></tr> <tr><td style="text-align: center; padding: 5px;">2</td></tr> <tr><td style="text-align: center; padding: 5px;">1</td></tr> </tbody> </table>	PRIORITY	8	7	6	6	6	6	5	2	1
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<p>► Value to Residents</p> <ol style="list-style-type: none"> 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 	
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► Challenges and Opportunities		PRIORITY
1. Individual property owners not investing in the maintenance or upgrade of the buildings, rental homes or properties		8
2. Transforming vision and plans into real projects and valued results		8
3. Revitalizing existing neighborhoods with residents not vested		7
4. Defining and funding the City's role and activities		6
5. Working with the private sector to redevelop and upgrade		6
6. Involving the residents and businesses in creating a safe community		6
7. Differing definition of "livable community" among residents		5
8. Community acceptance of less than attractive		5
9. Residents' expectations of instant results versus the regulatory reality		4
10. Working with and involving neighborhoods and residents		3
11. Outreach to Hispanic community		2
12. Reduced federal and state funding for community development and redevelopment		1
13. Neighbors not knowing neighbors		1
14. Residents calling Council members and not the Police Department		1
15. Residents expectations of the City to do it all		0

► Actions 2014 – 2015		PRIORITY
1. John Kerr Elementary School	M/CC	8
• Site: Approval	2013	
• Agreement: Approval		
• Funding: Decision		
2. City Gateway Beautification Project	M/CC	8
A. Millwood Avenue: Complete	2013	
B. Fairmont Avenue		
C. National Avenue		
D. Cedar Creek Grade		
E. Valley		
F. Berryville		
G. Amhearst		
H. Final Design: Application		
3. Storm Water Management Policy and Utility	Mgmt	8
• Presentation	2013	
• Recommendations		
• Funding Mechanism		
4. Schools Master Plan		8
• Review		
• School: Direction		

► Actions 2014 – 2015 (Continued)			PRIORITY
5. North End Redevelopment Strategy and Action Plan	M/CC	<ul style="list-style-type: none"> • Market Analysis • Attraction Strategy • Pocket Park: Direction and Funding 	6
	2013		
6. Parks and Recreation Needs Assessment	Mgmt		
		<ul style="list-style-type: none"> • Concept • Funding • Completion 	5
7. Beer/Wine at War Memorial Building/Amphitheater	Mgmt	<ul style="list-style-type: none"> • Evaluation • Policy Direction • Community Information and Education 	5
8. Development Standards: Development (Street Lights, Street Width, etc.)	Mgmt		
		<ul style="list-style-type: none"> • Concepts • Standards Development • Policy Direction 	5
9. Traffic Enforcement Evaluation (Speeding, Stop Signs, Speed Limits)	M/CC	<ul style="list-style-type: none"> • Analysis • Direction • Actions 	3
10. Treatment Center, Information from Centers	M/CC		
		<ul style="list-style-type: none"> • Problem Analysis/Community Impacts (Positive/Negative) • Direction • City Actions • Report from Heroin Task Force 	3
11. Comprehensive Zoning Ordinance: Revision	Mgmt 2013		2
12. Rental Housing Registration and Inspection Program: Enhancements	M/CC Horizon	<ul style="list-style-type: none"> • Evaluation • Report: Problem Areas, Condition, Un-Registration, Overcrowding • Policy Recommendations 	2
13. Non Resident Property Owners	M/CC		
		<ul style="list-style-type: none"> • Problem Analysis • Policy Direction • Actions 	2

► Actions 2014 – 2015 (Continued)			PRIORITY
14. Youth Activities and Employment	M/CC		2
<ul style="list-style-type: none"> • Connect with Youth Development Center and Boys and Girls Club • Talk with Chamber about Jobs for Youth • Link to Big Brothers/Big Sisters 			
15. Homeownership Program	M/CC		2
<ul style="list-style-type: none"> • Incentive for City Employees: Evaluation/Report • Work with Habitat for Humanities • Homeowner Training Program (Faith Works/Habitat with Humanity) 			
16. Outreach to Latino Community	M/CC		2
<ul style="list-style-type: none"> • Meeting with Latino Connection • Identify Issues • Report • Policy Direction/Actions 			
17. 414 South Braddock Street Resolution	2013		1
18. Douglas Learning Center Renovation	Horizon		1
<ul style="list-style-type: none"> • School Disposition: Direction 			
19. Housing Stock Condition Assessment and Plan	Horizon		1
<ul style="list-style-type: none"> • Proposal: Method, Costs • Direction • Funding 			
20. Bikes on Sidewalks Ordinance	M/CC		1
<ul style="list-style-type: none"> • Review • Enforcement Report • Policy Direction 			
21. Comprehensive Walkable/Bikeable Master Plan	M/CC		1
<ul style="list-style-type: none"> • Link Green Circle to Bike Lane • Assessment • Development 			
22. Neighborhood Patrol/Community Policing Action Plan	M/CC		1
<ul style="list-style-type: none"> • Bike Patrol: Expansion with Personal Contract (Residents/Business Owners) • Action Ideas: Report • Policy Direction 			
23. Frederick Douglass Park Development	Mgmt		1
<ul style="list-style-type: none"> • Plan • Funding • Outreach to Community (Garden Club) 			

► Actions 2014 – 2015 (Continued)			PRIORITY
24. Substance Abuse/Mental Health	Mgmt		1
<ul style="list-style-type: none"> • Assessment: Unmet Community Needs • Plan • Funding 			
25. North Loudoun Street Redevelopment Strategy and Action Plan	M/CC Mgmt		0
<ul style="list-style-type: none"> • Identify Property Owners – Willing to Sell • Development Redevelopment Strategy 			
26. Potato Hill Redevelopment Strategy and Action Plan	M/CC Mgmt		0
<ul style="list-style-type: none"> • Code Enforcement 			
27. Woodstock Lane Redevelopment Strategy and Action Plan	Mgmt		0
28. Race Relations Strategy/Outreach	M/CC Horizon		0
<ul style="list-style-type: none"> • Assessment • Goals • Action Plan • Meet NAACP, Latino Connection, Coalition for Unity • City Involvement/Support in Events 			
29. Underground/Alternative Utilities Location	M/CC		0
<ul style="list-style-type: none"> • Proposal for Underground for City Streets • Location Alternative for City Streets 			
30. Neighborhood Parks	Mgmt		0
<ul style="list-style-type: none"> • Plans • Priority • Direction • Funding 			

► Management in Progress 2014 – 2015			<i>Time</i>
1. Flood Insurance: Update Report	M/CC		Done
2. Police Department Survey: Report and Actions	M/CC		2/14
3. Field Maintenance Plan: Implementation	Mgmt		3/14
4. Community Gardens: Pilot Project			3/14
5. SWAT Truck	Mgmt		4/14
6. Neighborhood Walking Tours and Council Report on Finding (CRT/CDC)			4/14
7. Heroin Use Reduction Action Plan			

► Management in Progress 2014 – 2015 (Continued)			<i>Time</i>
8.	Blighted Structure Report	M/CC	5/14
9.	Social Services Emergency Management Plan	Mgmt	7/14
10.	Cal Ripken World Series	Mgmt	8/14
11.	Active Shooter Program/Training	Mgmt	8/14
12.	Rental Space at Youth Development Center	Mgmt	9/14
	• Senior Programs		
	• Middle School After School Programs		
13.	Millwood Avenue Project	M/CC 2013	11/14
14.	Comprehensive Service Act: Corrective Action Plan	Mgmt	12/14
15.	Aquatics Facelift (Indoor/Outdoor)	Mgmt	3/15
16.	Comprehensive Zoning Ordinance: Revision		6/15
17.	414 South Brad		TBD

► Major Projects 2014 – 2015			<i>Time</i>
1.	Bermuda Grass Fields: Staffing and Equipment	Mgmt	4/14
2.	Parks: ADA Compliance (Phase I)	2013	6/14
3.	Skate Pavilion	Mgmt	6/14
4.	South Loudoun/Abrams Creek Drainage Project	Mgmt	6/14
5.	Citywide Sidewalk Improvements: Phase II Project	Mgmt	6/14
	A. Loudoun (Wyck to City Limit)		
	B. Cork Street (Pleasant Valley to Washington)		
6.	Green Circle Trail: Phase II Project	Mgmt	9/14
7.	I-81 Interchange (VDOT – Exit 313): Preliminary Design	M/CC	12/14
8.	East Lane/Piccadilly/National Avenue Realignment	Mgmt	12/14
9.	Tevis Street Extension: Design	Mgmt	2/15
10.	Bridgeforth Stadium: Turf	Mgmt	3/15
11.	Jim Barnett Park Signage and Beautification: Phase I	Mgmt	3/15
12.	Green Circle Trail: Phase III Design	Mgmt	3/15
13.	Hope Drive Extension: Design	Mgmt	5/15
14.	Valley Avenue Sidewalk/Drainage Improvements: Design	Mgmt	6/15
15.	Millwood Avenue Improvement (with SU)	Mgmt	6/15
16.	Nester Drive Extension	Mgmt	TBD
17.	Loudoun (Wyck to City Limits: Sidewalks	Mgmt	
18.	Cork Street (Pleasant Valley to Washington) Sidewalks	Mgmt	
19.	Tevis Bridge (VDOT)	Mgmt	

► **On the Horizon 2015 – 2019**

1. Online Participant Registration for Web Trac (2016)
2. Gateway Plan for Route 11 North
3. Frederick Douglass Elementary School
4. Middle School: Direction
5. Henry Street Redevelopment
6. Green Space: Expansion

<i>Time</i>
9/14

GOAL 3

DEVELOP A HIGH PERFORMING ORGANIZATION

► **Objectives**

1. Attract, develop and 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 service
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
7. Improve communications within the City Organizations and with the Winchester Community

► **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

► Challenges and Opportunities		PRIORITY
1.	Continue to expand and promote interdepartmental teamwork and collaboration	9
2.	Using technology to enhance service delivery and improve productivity	9
3.	Funding for school facilities and annual operations	8
4.	Funding and facilities for professional training and development	7
5.	More Federal and Commonwealth of Virginia regulations, mandates and monitoring	6
6.	Balancing individual agenda versus best for the overall community	6
7.	Aging City facilities and infrastructure needing upgrades or replacements	5
8.	Significant tax exempt properties receiving direct services, funded by other tax payers	4
9.	Degree of reporting to Council: strategic plan, projects, service actions, events or occurrences	3
10.	Antiquated City Hall with limited parking, access problems, security concerns, split work locations that reduces productivity	2
11.	Uncertain impacts of the Affordable Care Act	1
12.	Increasing costs of delivering City services	1
13.	Determining the cost recovery from fees for programs, activities and services	1
14.	Anti tax and anti government political environment	1
15.	Working with Frederick County toward service collaboration or merger	1
16.	City subsidizing sports groups: swimming, BMX and horseshoes	0

► Actions 2014 – 2015		PRIORITY
1.	Comprehensive Municipal Facilities Historic Building Plan <ul style="list-style-type: none"> • Inventory • Condition Assessment • Plan Development 	Horizon 9
2.	Succession Planning: Development <ul style="list-style-type: none"> • Assessment • Program Recommendations • Direction and Funding 	M/CC 2013 8
3.	Incentives for City/School Employees <ul style="list-style-type: none"> • Options: Car Registration, Homeownership Incentives • Report • Policy Direction and Funding 	7

► Actions 2014 – 2015 (Continued)			PRIORITY
4. City-Schools Service Consolidations	Horizon		6
• Identification of Opportunities			
• Evaluation			
• Direction			
5. Impact Fees Model	M/CC		6
• Concept			
• Evaluation			
• Policy Direction			
6. Public Safety Communications System	M/CC		5
• Direction	2013		
• Funding			
7. City Organization Analysis (Outside Organization)	M/CC		5
8. Utility Billing System: On Line	Mgmt		5
• Proposal			
• Funding			
9. Communication and Marketing Plan	M/CC		4
• Development	2013		
• Specific Actions			
10. Citizens/Community Survey	Mgmt		4
• Concept and Process	M/CC		
• Direction			
• Funding			
• Completion			
11. Community Events Policy: Review	M/CC		3
• Establish Baseline for Events	2013		
• Measuring Events Success			
• Role Collaboration: City and Private Sector			
• Master Calendar: Collaboration			
• Policy, Direction and City Action			
12. Employee Survey	M/CC		3
• Concept and Process			
• Direction			
• Funding			
• Completion			
13. “One Stop Shop” for Development/Business Licenses	M/CC		3
• Identification: Physical Layout			
• Departmental Cross Training: Simple Questions/Services			
• Plan			
• Direction and Funding			

► Actions 2014 – 2015 (Continued)			PRIORITY
14.	Intergovernmental Relations with Frederick County • Informal Social Sessions with County Officials	M/CC Horizon	2
15.	Customer Service Audit (Permitting, Inspection (Fire/Building) and Service Requests) • Concept • Process, Policy	M/CC	2
16.	Training Program Development • Module: Customer Service • Training that is in System • Direction • Funding	M/CC Mgmt	2
17.	Public Services Facility/Municipal Service Center: Direction • Concept and Costs • Plan • Funding (Including Parks Maintenance)	2013	1
18.	Air Force ROTC Program in High School • Direction • City Role • Short Term Funding	M/CC Horizon	1
19.	Comprehensive Salary and Benefit Study • Market Analysis • Recommendations • Policy Direction and Funding	Mgmt Horizon	0
20.	Human Resource: Policy and Procedures • Review • Prepare Draft • Policy Direction and Adoption • Update: Process	Mgmt	0

► Management in Progress 2014 – 2015

			<i>Time</i>
1.	Recreation Fees: Review	2013	Done
2.	City Owned Property Report and Map		1/14
3.	City Reorganization Plan: New Phase	2013	2/14
4.	Boards/Commissions: Orientation Program	2013	2/14
5.	Emergency Operations Plan: Revision	Mgmt	3/14
6.	Information Technology Master Plan: Update	2013	4/14
7.	Hiring Process: Review/Revision	Mgmt M/CC	4/14
8.	Emergency Management Social Media	Mgmt	4/14
9.	Affordable Care Act: Part Time Employees	Mgmt	4/14
10.	Volunteer Organizations Active in Disaster (Regional)	Mgmt	5/14
11.	Emergency Management Professional Development Series	Mgmt	6/14
12.	Performance Measures: Refinement	Mgmt	6/14
13.	Building Permit Fee Schedule: Review	Mgmt	6/14
14.	City Hall Security Plan		7/14
15.	Fire Volunteer Recruitment and Retention Program	Mgmt	9/14
16.	Student Internship/Work Study Program: Formalization		9/14
17.	Employee Wellness Program	2013	12/14
18.	Payroll Process Software: Implementation	Mgmt	12/14
19.	Personal Property Application Software	Mgmt	2016
20.	Real Estate Application Software	Mgmt	
21.	Fire Code and Permit Updates	Mgmt	
22.	Fire and EMS Reporting System: Implementation	Mgmt	
23.	Hazmat Vehicle Storage	Mgmt	
24.	Time and Attendance Software (Citywide)	Mgmt	
25.	Employee Annual Performance Review	Mgmt	
26.	Sun Gard Enterprise Software: Web Enablement	Mgmt	
27.	Business Process and Streamlining Citizen Interaction	Mgmt	
28.	New Testing for Police Officers	Mgmt	

► On the Horizon 2015 – 2019

1. Pool/Aquatic Center: Direction

GOAL 4	CONTINUE REVITALIZATION OF HISTORIC OLD TOWN
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<p>► Objectives</p> <ol style="list-style-type: none"> 1. Continue investment by EDA and Public-Private Partner for acquisition/ redevelopment in Historic Old Town 2. Retain and increase professional service/technology businesses 3. Increase the number of residents living in Downtown through mixed use development 4. Establish a viable “Arts and Entertainment” district 5. Enhance gateways to Historic Old Town 6. Increase private investment in façade improvements and second/upper floor development 7. Expand revitalization efforts to all parts of Secondary Assessment District 8. Expand the Primary and Secondary Assessment District 9. Restore key historic buildings: Taylor Hotel 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="padding: 5px;">PRIORITY</th> </tr> </thead> <tbody> <tr><td style="text-align: center; padding: 5px;">9</td></tr> <tr><td style="text-align: center; padding: 5px;">9</td></tr> <tr><td style="text-align: center; padding: 5px;">8</td></tr> <tr><td style="text-align: center; padding: 5px;">8</td></tr> <tr><td style="text-align: center; padding: 5px;">7</td></tr> <tr><td style="text-align: center; padding: 5px;">7</td></tr> <tr><td style="text-align: center; padding: 5px;">5</td></tr> <tr><td style="text-align: center; padding: 5px;">2</td></tr> <tr><td style="text-align: center; padding: 5px;">0</td></tr> </tbody> </table>	PRIORITY	9	9	8	8	7	7	5	2	0
PRIORITY											
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<p>► Means to Residents</p> <ol style="list-style-type: none"> 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 	
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► Challenges and Opportunities		PRIORITY
1.	Marketing Historic Old Town to residents and to the outside world	9
2.	Working with absentee property owners and maximize best tenants	9
3.	Keeping the positive momentum building in the Historic Old Town and expand to broader Downtown area	9
4.	Traditional attitudes of some business owners and understanding, using “best business practices” by merchants	7
5.	Funding and support for projects in Historic Old Town	6
6.	Support for proactive city codes, standards and actions, including noise	6
7.	Defining “success” for Historic Old Town	5
8.	Working with property owners and business owners	4
9.	Defining the City's role and actions in Historic Old Town	4
10.	Some aging and blighted buildings and homes needing major rehabilitation or demolition/replacement	3
11.	Developing a range of housing options in Downtown	1
12.	Defining and prioritizing community events and festivals	1
13.	Managing expectations of businesses, property owners and residents	1
14.	Addressing special assessment district issues	0

► Actions 2014 – 2015		PRIORITY
1.	Historic Old Town Gateway Enhancements <ul style="list-style-type: none"> • Southside Cork Street • National/East Lane • Amherst Street 	M/CC 9
2.	Comprehensive Parking Strategy (Residential, Credit Card, Self Sufficiency) <ul style="list-style-type: none"> • Review • Use/Problems • Report • Policy Direction 	8
3.	Market Rate Housing Unit (25): Construction	2013 7
4.	National Historic District: Expansion	Mgmt 2013 6
5.	Events Coordinator <ul style="list-style-type: none"> • Assessment • Direction • Event Fees for City Services 	M/CC. 2013 6

► Actions 2014 – 2015 (Continued)			PRIORITY
6.	Downtown Extended Area <ul style="list-style-type: none"> • Vision • Land use • Infrastructure 	M/CC	6
7.	Arts and Cultural District Policy	2013	5
8.	Market/Grocery Store Attraction: Strategy <ul style="list-style-type: none"> • Location • Incentive • Direction 	M/CC Mgmt	5
9.	Downtown Branding and Materials: Development <ul style="list-style-type: none"> • Report • Recommendations • Direction and Funding 	M/CC 2013	3
10.	Old Courthouse: Use Agreement	M/CC Mgmt Horizon	3
11.	Taylor Hotel Project: Next Phase <ul style="list-style-type: none"> A. Fly Tower B. Public Space 	M/CC 2013	2
12.	Downtown Façade Improvement Program <ul style="list-style-type: none"> • Location • Criteria • Grant/Loan Program • Funding Sources 	M/CC	2
13.	Downtown Special Assessment District <ul style="list-style-type: none"> • Review • Recommendations • Direction 	Mgmt Horizon	1
14.	Waiver for Residential in Assessment District <ul style="list-style-type: none"> • Evaluation • City Code: Change • Policy Direction 	Com	1
15.	Street Performers Policy/Permits <ul style="list-style-type: none"> • Legal Standards • Draft Proposal • Policy Direction 	2013	0

► **Management in Progress 2014 – 2015**

		<i>Time</i>
1.	Internal Trolley: Policy on Use	2/14
2.	Downtown Public Safety Security Plan: Update Report	4/14
3.	Historic District Design Guideline BAA Manual for New Materials	5/14
4.	Fly Tower Lease	5/14
5.	Downtown Business Outreach: Process Review, Update Report	8/14
6.	George Washington Hotel Parking Study	Mgmt 11/14
7.	Parking Payment: Credit Cards and Debit Cards	Mgmt 11/14

► **Major Projects 2014 – 2015**

		<i>Time</i>
1.	Cork Street Sidewalks	Mgmt 6/14
2.	Parking Garage Improvements	2013 9/14
3.	Green Circle trail (Downtown Phase): Signage, Striping	2013 10/14

► **On the Horizon 2015 – 2019**

1. Public Arts Policy
2. Ice Skating: Direction
3. Class "A" Office Space/Building

SECTION 5

ACTION AGENDA 2014 – 2015 [Updated: 1/20/14]

Action Agenda

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 which 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 2014 – 2015 Targets for Action

TOP PRIORITY

**John Kerr Elementary School
Meadow Branch Avenue: Development
Conference Center: Development
Enterprise Zone: Next Steps
City Gateway Beautification Project
Public Safety Communications System**

HIGH PRIORITY

**North End Redevelopment Strategy and Action Plan
Retail Attraction/Retention Strategy
Patsy Cline Economic Strategy Development
Incentives for City/School Employees
Storm Water Management Policy and Utility
Historic Old Town Gateway Enhancements
Housing Stock Condition Assessment and Plan
Community Events Policy**

MODERATE PRIORITY

Zero Pak Redevelopment

**Social Beverage Permission Beer/Wine at War Memorial
Building/Amphitheater**

**Comprehensive Parking Strategy
(Residential, Credit Card, Self Sufficiency)**

Citizens/Community Survey

City of Winchester

Policy Agenda 2014 – 2015

► Targets for Action	Priority			
	Priority	TOP	HIGH	MOD
1. John Kerr Elementary School	Top	7	-	-
2. Meadow Branch Avenue: Development	Top	7	-	-
3. Conference Center: Development	Top	6	-	-
4. Enterprise Zone: Next Steps	Top	5	-	-
5. City Gateway Beautification Project	Top	4	-	-
6. Public Safety Communications System	Top	4	-	-
7. North End Redevelopment Strategy and Action Plan	High	3	7	-
8. Retail Attraction/Retention Strategy	High	2	5	-
9. Patsy Cline Economic Strategy Development	High	2	5	-
10. Incentives for City/School Employees	High	2	4	-
11. Storm Water Management Policy and Utility	High	1	4	-
12. Historic Old Town Gateway Enhancements	High	1	4	-
13. Housing Stock Condition Assessment	High	1	4	-
14. Community Events Policy	High	1	4	-
15. Zero Pak Redevelopment	Moderate	0	1	6
16. Social Beverage Permission Beer/Wine at War Memorial Building/Amphitheater	Moderate	1	2	5
17. Comprehensive Parking Strategy (Residential, Credit Card, Self Sufficiency)	Moderate	0	3	4
18. Citizens/Community Survey	Moderate	1	1	4
19. Downtown Branding and Materials		2	3	3
20. Frederick Douglass Park Development		0	0	3
21. Youth Activities and Employment		0	0	2
22. Development Standards: Development (Street Lights, Street Wide, etc.)		0	1	1
23. Monticello Battaile Road		0	0	0
24. Schools Master Plan		0	0	0

**City of Winchester
Management Agenda 2014 – 2015
Targets for Action**

TOP PRIORITY

**Succession Planning: Development
City-Schools Service Consolidations
Comprehensive Municipal Facilities/Historic Building
Maintenance Plan
EDA Staffing
Events Coordinator and Policy
Federal Mogul Reuse: Clean Up, Marketing**

HIGH PRIORITY

**Douglas Learning Center
Substance Abuse/Mental Health
Human Resources Policy and Procedures
National Historic District: Expansion
City Relations with Businesses: Action Plan
McCormac Amphitheater Development
Parks and Recreation Needs Assessment**

City of Winchester Management Agenda 2014 – 2015

► Targets for Action

1. Succession Planning: Development
2. City-Schools Service Consolidations
3. Maintenance Comprehensive Municipal Facilities
Historic Building Plan
4. EDA Staffing
5. Events Coordinator and Policy
6. Federal Mogul Reuse
7. Douglas Learning Center
8. Substance Abuse/Mental Health
9. Human Resources Policy and Procedures
10. National Historic District: Expansion
11. City Relations with Businesses: Action Plan
12. Mc Cormac Amphitheater Development
13. Parks and Recreation Needs Assessment
14. Public Services Facility/Municipal Service Center:
Direction
15. Utility Billing System: Online
16. Market Rate Housing Unit (25): Construction

PRIORITY	PRIORITY	
	TOP	HIGH
Top	6	-
Top	6	-
Top	4	-
High	3	4
High	3	4
High	2	5
High	2	4
High	1	5
High	1	5
High	1	4
	1	3
	1	2
	0	0

**City of Winchester
Action Outlines 2014 – 2015**

GOAL 1	GROW THE ECONOMY
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ACTION: MEADOW BRANCH AVENUE: DEVELOPMENT		PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Meeting with Property Owner: Conceptual Plans	1/14
	2. Prepare Report: Development Options	2/14
	3. Council Decision: Development Direction and Land Use	3/14
	4. Complete Comprehensive Plan Amendment	7/14
	5. Council Decision: Amendment Adoption	8/14
	6. Revise Zoning	10/14
	7. Council Decision: Zoning	11/14
	8. Initiate Engineering Design	4/14 – 11/14
\$ – Construction	9. Construction	4/15 – 10/15
Responsibility: Economic Development/Public Services		

ACTION: CONFERENCE CENTER: DEVELOPMENT		PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Present Report	1/14
	2. Council Decision: Direction	2/14
	3. Develop Funding Plan	8/14
	4. Council Decision: Funding Direction	12/14
\$	5. County Decision: Abandonment	TBD
Responsibility: Economic Development		

ACTION: ENTERPRISE ZONE: NEXT STEPS		PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Level of funding 	<ol style="list-style-type: none"> 1. Council Decision: Funding Agreement 2. Council Decision: Ordinance 3. Initiate Marketing Program 	<p>2/14</p> <p>3/14</p> <p>3/14</p>
\$		
Responsibility: Economic Development		

ACTION: RETAIL ATTRACTION/RETENTION STRATEGY		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Develop Retail Study: Scope and Cost Estimate 2. Council Decision: Direction, Funding 3. Complete RFP, Award Contract 4. Complete Retail Study 5. Develop Marketing Information 6. Participate ICSC 	<p>3/14</p> <p>6/14</p> <p>8/14</p> <p>12/14</p> <p>3/15</p> <p>5/15</p>
\$		
Responsibility: Economic Development		

ACTION: PATSY CLINE ECONOMIC STRATEGY DEVELOPMENT		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Identify Key Partners/Key Stakeholders: Local, National 2. Develop a “Festival Plan” 3. Develop Comprehensive Marketing Program: National and International 4. Council Decision: Direction, Funding 5. Major Festival Event 	<p>2/14</p> <p>9/14</p> <p>9/14</p> <p>12/14</p> <p>9/15</p>
\$		
Responsibility: Economic Development/CVB		

ACTION: ZERO PAK REDEVELOPMENT		PRIORITY
		<i>Policy – Mod</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Complete Development Plan	6/14
	2. Council Decision: Rezoning for Residential Use; Road Realignment	10/14
Responsibility: Economic Development		

ACTION: MONTICELLO BATTAILE ROAD DEVELOPMENT		PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Council Decision: To Build Monticello Battaile Road	1/14
	2. Complete Personal Property Job Audit for Rubbermaid	3/14
Responsibility: Public Service/Economic Development		

ACTION: EDA STAFFING		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Re Classification of Employee	6/14
	2. Training to be a “Certified Economic Development Professional”	TBD
\$	Responsibility: Economic Development	

ACTION: FEDERAL MOGUL REUSE: CLEAN UP, MARKETING		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Complete Cleanup: Building	6/14
	2. Develop Marketing Program	6/14
	3. Implement Marketing Program	7/14
Responsibility: Economic Development		

ACTION: CITY RELATIONS WITH BUSINESSES: ACTION PLAN		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Meeting with Chamber President and CEO – Ways to Strength Relations	1/14
	2. Evaluate Options: Apps, Packet for Businesses, Host New Business, Ambassador	5/14
	3. Survey Businesses (Local Business/Contractors)	6/14
	4. Prepare Report	7/14
	5. Council Presentation: Results and Actions	7/14
Responsibility: Downtown Manager/Economic Development		

ACTION: MCCORMAC AMPHITHEATER: DEVELOPMENT		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Award Contract for Needs Assessment (Part of Comprehensive Parks and Recreation Needs Assessment)	2/14
	2. Complete “Needs Assessment”	9/14
\$	3. Council Decision: Feasibility Study	TBD
Responsibility: Parks and Recreation		

► **Management in Progress 2014 – 2015**

1. Major Employer Attraction Strategy: Implementation (EDA)
2. Cancer Center Development: Decision, Site Plan, Bond Issuance
3. 317 South Cameron Street Redevelopment (Old Jail): Close the Deal
4. Student Housing Plan: Belleview Direction
5. Career Technical Education Center (at Douglas Learning Center)

Time

Ongoing

7/14

10/14

TBD

TBD

GOAL 2	CREATE A MORE LIVABLE CITY FOR ALL
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ACTION: JOHN KERR ELEMENTARY SCHOOL	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">PRIORITY</td> </tr> <tr> <td style="padding: 2px;"><i>Policy – Top</i></td> </tr> </table>	PRIORITY	<i>Policy – Top</i>
PRIORITY			
<i>Policy – Top</i>			
<p><u>Key Issues</u></p>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> 1. Council Decision: School Board Recommendation and Council Action 		
	<p><u>Time</u></p> <p>1/14 – 4/14</p>		
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Responsibility: City Manager</td> </tr> </table>		Responsibility: City Manager	
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ACTION: CITY GATEWAY BEAUTIFICATION PROJECT	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">PRIORITY</td> </tr> <tr> <td style="padding: 2px;"><i>Policy – Top</i></td> </tr> </table>	PRIORITY	<i>Policy – Top</i>
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<p><u>Key Issues</u></p>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> A. National Avenue – East Lane <ol style="list-style-type: none"> 1. Council Decision: Roundabout or Straight Road 4/14 2. Construction 12/14 B. Millwood Avenue <ol style="list-style-type: none"> 1. SU Complete Design 3/14 2. City: Design Acceptance 4/14 3. City Management of Project 11/14 4. Council Decision: University Drive Dedication 12/14 C. Fairmont Avenue <ol style="list-style-type: none"> 1. Council Decision: Funding Study 6/14 2. Complete Study 10/14 3. Council Presentation: Study 11/14 4. Council Decision: Direction, Funding 12/14 D. North Loudoun Street <ol style="list-style-type: none"> 1. Council Decision: Funding Study 6/14 2. Complete Study 10/14 3. Council Presentation: Study 11/14 4. Council Decision: Direction, Funding 12/14 		
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ACTION: CITY GATEWAY BEAUTIFICATION PROJECT		PRIORITY	
<i>(Continued)</i>		<i>Policy – Top</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>	
	E. Berryville Avenue		
	1. Council Decision: Funding Study	6/14	
	2. Complete Study	10/14	
	3. Council Presentation: Study	11/14	
	4. Council Decision: Direction, Funding	12/14	
	F. C. E. Overlay for:		
	1) Millwood Avenue		
	2) Fairmont Avenue		
	3) National Avenue		
	1. Council Decision: Fairmont Avenue	2/14 – 5/14	
	2. Council Decision: National Avenue	4/14 – 8/14	
	3. Council Decision: Millwood Avenue	8/14 – 12/14	
	G. Uniform Gateway Sign		
	1. Council Design: Direction	7/14	
	2. Council Decisions: Cedar Creek Grade, Amherst Street	12/14	
<table border="1" style="margin: auto;"> <tr> <td>Responsibility: Planning/Public Services</td> </tr> </table>			Responsibility: Planning/Public Services
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ACTION: NORTH END REDEVELOPMENT STRATEGY AND ACTION PLAN		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Define Boundaries 2. Evaluate Residential/Commercial Development/Redevelopment 3. Identify Additional Tools 4. Identify Specific Sites 5. Engage Community – Key Stakeholders, Community Organization 6. Develop Report with Recommendations 7. Council Decision: Direction, Actions, Funding (if needed) 8. Obtain Information from Parks and Recreation on Future Pocket Park(s) 9. Council Decision: Pocket Parks 	
Responsibility: Planning/Parks and Recreation		

ACTION: STORM WATER MANAGEMENT POLICY AND UTILITY		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Council Presentation: Report and Public Education 2. Council Decision: Storm Water Utility 3. Public Education Campaign 	<p>4/14</p> <p>6/14</p> <p>3/14 – 6/14</p>
Responsibility: Public Works		

ACTION: HOUSING STOCK CONDITION ASSESSMENT AND PLAN		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Define Scope, Approach and Funding	3/14
	2. Council Decision: Direction, Funding	6/14
	3. Complete RFQ	8/14
	4. Complete Study	2/15
	5. Council Presentation and Direction	3/15
	6. Evaluate Concept: Redevelopment Housing Authority	TBD
\$	7. Council Decision: Direction	TBD
Responsibility: Building Inspector		

ACTION: SOCIAL BEVERAGE APPROVAL: BEER/WINE AT WAR MEMORIAL BUILDING/AMPHITHEATER		PRIORITY
		<i>Policy – Mod</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Use of Beer/Wine	1. Revise Proposal with Updated Analysis (limited area)	8/14
• Amphitheater	2. Board Decision: Direction, Recommendations	9/14
	3. Develop Community Information and Educational Activities	10/14
	4. Council Decision: Direction	12/14
Responsibility: Parks and Recreation		

ACTION: FREDERICK DOUGLASS PARK DEVELOPMENT		PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Develop CIP Proposal – Multi Use Fields, Playground Equipment, Signage, Walking Loop, Landscaping, Lighting, Shelter	Done
	2. Council Decision: Funding	6/14
Responsibility: Parks and Recreation		

ACTION: YOUTH ACTIVITIES AND EMPLOYMENT		PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Council Decision: Funding for After School Programs for Middle Schools	6/14
\$	2. Council Decisions: Timbrook Youth Development Center	6/14
Responsibility: Police/Parks and Recreation		

ACTION: DEVELOPMENT STANDARDS: DEVELOPMENT (STREET LIGHTS, STREET WIDTH, ETC.)		PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Analyze Low Impact Development Standards	6/14
	2. Develop Standards	10/14
	3. Planning Commission: Subdivision Ordinance Revision	10/14
	4. Council Decision: Ordinances, Standards	12/14
Responsibility: Public Service/Planning		

ACTION: SCHOOLS MASTER PLAN		PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Review School CIP/Facility Study	6/14
	2. School CIP/Facility Study Plan: Short Term and Long Term	TBD
	3. Evaluate Financial Reality by Finance	
Responsibility: School/Finance		

ACTION: DOUGLAS LEARNING CENTER RENOVATION		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Prepare Report: How to Address Need	10/14
	2. Review Schools Actions	12/14
	3. Council Presentation: Report Acceptance, Future Direction	12/14
Responsibility: Economic Development		

ACTION: SUBSTANCE ABUSE/MENTAL HEALTH		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Appoint Community Service Board	3/14
	2. Community Services Board: Report on Community Needs, Current Programs, Action Recommendations	12/14
	3. Substance Abuse Report	6/14
	4. The Alliance Report	6/14
Responsibility: Social Services/Police		

ACTION: PARKS AND RECREATION NEEDS ASSESSMENT		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Complete RFQ	2/14
	2. Work Out Terms	3/14
	3. Complete Assessment Study	9/14
	4. Council Presentation	10/14
	1. Complete RFQ	8/14
	2. Finalize Terms	9/14
	3. Complete Assessment Study	5/15
	4. Council Presentation	6/15
Responsibility: Parks and Recreation		

► Management in Progress 2014 – 2015	<u>Time</u>
1. Police Department Survey: Report and Actions	2/14
2. Field Maintenance Plan: Implementation	3/14
3. Community Gardens: Pilot Project	3/14
4. SWAT Truck	4/14
5. Neighborhood Walking Tours and Council Report on Finding (CRT/CDC)	4/14
6. Heroin Use Reduction Action Plan	4/14
7. Blighted Structure Report	5/14
8. Social Services Emergency Management Plan	7/14
9. Active Shooter Program/Training	8/14
10. Cal Ripken World Series	8/14
11. Rental Space at Youth Development Center	9/14
12. Comprehensive Service Act: Corrective Action Plan	12/14
13. Aquatics Facelift (Outdoor/Indoor)	3/15
14. Comprehensive Zoning Ordinance: Revision	6/15
15. 414 South Braddock Street Resolution	TBD
16. Online Participant Registration for Web Trac	TBD

► **Major Projects 2014 – 2015**

	<i>Time</i>
1. Bermuda Grass Fields: Staffing and Equipment	4/14
2. Parks: ADA Compliance (Phase I)	6/14
3. Skate Pavilion	6/14
4. South Loudoun/Abrams Creek Drainage Project	6/14
5. Citywide Sidewalk Improvements: Phase II Project (Loudoun and Cork)	6/14
6. Green Circle Trail: Phase II Project	9/14
7. Bridgeforth Stadium: Turf	11/14
8. I-81 Interchange (VDOT) – Exit 313: Preliminary Design	12/14
9. East Lane/Piccadilly/National Avenue Realignment	12/14
10. Tevis Street Extension: Design	2/15
11. Jim Barnett Park and Signage Beautification: Phase I	3/15
12. Green Circle Trail Phase III: Design	3/15
13. Hope Drive Extension: Design	5/15
14. Valley Avenue Sidewalk/Drainage Improvements: Design	6/15
15. Millwood Avenue Improvement (with SU)	6/15
16. Nester Drive Extension	TBD
17. Tevis Bridge (VDOT)	TBD

GOAL 3	DEVELOP A HIGH PERFORMING ORGANIZATION
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ACTION: PUBLIC SAFETY COMMUNICATIONS SYSTEM	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Policy – Top</i></td></tr> </table>	PRIORITY	<i>Policy – Top</i>													
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	2. Gather Data	Done														
	3. Council Presentation/Decision	3/14														
	4. Construction	2016														
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ACTION: INCENTIVES FOR CITY/SCHOOL EMPLOYEES	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Policy – High</i></td></tr> </table>	PRIORITY	<i>Policy – High</i>										
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ACTION: COMMUNITY EVENTS POLICY: REVIEW	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Policy – High</i></td></tr> </table>	PRIORITY	<i>Policy – High</i>							
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<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>								
	1. Present Report	1/14								
	2. Council Decision: Policy Direction	3/14								
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ACTION: CITIZENS/COMMUNITY SURVEY		PRIORITY
		<i>Policy – Mod</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
\$	<ol style="list-style-type: none"> 1. Develop Proposal 2. Council Decision: Funding 3. Complete Survey 	2/14 6/14 12/14
Responsibility: Communications		

ACTION: SUCCESSION PLANNING: DEVELOPMENT		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
\$	<ol style="list-style-type: none"> 1. Define Scope, Approach, Funding 2. Develop Budget Proposal 3. Council Decision: Direction 	2/14 3/14 6/14
Responsibility: Human Resource		

ACTION: COMPREHENSIVE MUNICIPAL FACILITIES/HISTORIC BUILDING MAINTENANCE PLAN		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Determine Scope and Cost Estimate 2. Develop Budget 3. Council Decision: Funding 	3/14 3/14 6/14
Responsibility: Public Service		

ACTION:	HUMAN RESOURCES: POLICY AND PROCEDURES	PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Prepare Draft	10/14
	2. Finalize Recommendations	11/14
	3. Council Decision: Approval	12/14
Responsibility: Human Resource		

ACTION:	PUBLIC SERVICES FACILITY/MUNICIPAL SERVICE CENTER: DIRECTION	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Assess Space Needed and Current Condition	5/14
	2. Develop Conceptual Plans with Cost Estimates	12/14
	3. Council Decision: Direction, Funding Mechanism	6/15
Responsibility: Public Works		

ACTION:	UTILITY BILLING SYSTEM: ONLINE	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Develop Proposal	3/14
	2. Council Decision: Funding	6/14
Responsibility: Public Service/Information Technology		

► **Management in Progress 2014 – 2015**

	<u>Time</u>
1. Recreation Fees: Review	Done
2. New Testing for Police Officers	Done
3. City Owned Property Report and Map	1/14
4. City Reorganization Plan: New Phase	2/14
5. Boards/Commissions: Orientation Program	2/14
6. Emergency Operations Plan: Revision	3/14
7. Information Technology Master Plan	4/14
8. Hiring Process: Review/Revision	4/14
9. Emergency Management Social Media	4/14
10. Affordable Care Act: Part Time Employees	4/14
11. Volunteer Organizations Active in Disaster (Regional)	5/14
12. Fire Code and Permit Updates (including Fire Inspections)	5/14
13. Employee Annual Performance Review	5/14
14. Emergency Management Professional Development Series	6/14
15. Performance Measures: Refinement	6/14
16. Building Permit Fee Schedule: Review	6/14
17. Fire and EMS Reporting System: Implementation	7/14
18. Hazmat Vehicle Storage	7/14
19. SunGard Enterprise Software: Web Enablement	7/14
20. City Hall Security Plan	7/14
21. Fire Volunteer Recruitment and Retention Program	9/14
22. Time and Attendance Software (Citywide)	9/14
23. Employee Survey	9/14
24. Student Internship/Work Study Program: Formalization	9/14
25. Employee Wellness Program	12/14
26. Payroll Process Software: Implementation	12/14
27. Comprehensive Formal Communications and Marketing Plan	12/14
28. Personal Property Application Software	2016
29. Real Estate Application Software	TBD

GOAL 4	CONTINUE REVITALIZATION OF HISTORIC OLD TOWN
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ACTION: HISTORIC OLD TOWN GATEWAY ENHANCEMENTS	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">PRIORITY</td></tr> <tr><td style="padding: 2px;"><i>Policy – High</i></td></tr> </table>	PRIORITY	<i>Policy – High</i>																			
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ACTION: COMPREHENSIVE PARKING STRATEGY (RESIDENTIAL, CREDIT CARD, SELF SUFFICIENCY)	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="padding: 2px;">PRIORITY</td></tr> <tr><td style="padding: 2px;"><i>Policy – Mod</i></td></tr> </table>	PRIORITY	<i>Policy – Mod</i>										
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<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>											
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	2. Council Presentation	1/15											
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ACTION: DOWNTOWN BRANDING AND MATERIALS PLAN: DEVELOPMENT		PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Prepare Report	3/14
	2. Council Decision: Direction, Funding	6/14
\$	3. Prepare Implementation Plan	9/14
Responsibility: Downtown Manager/Contractor		

ACTION: EVENTS COORDINATOR AND POLICY		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Complete Events Assessment	1/14
	2. Review Events Policy	5/14
	3. Implement Fee Changes	1/15
Responsibility: Downtown Manager		

ACTION: NATIONAL HISTORIC DISTRICT: EXPANSION		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Apply for Grant	2/14
	2. Grant Notification	7/14
	3. Complete RFQ	8/14
	4. Complete Study	12/15
	5. Council Direction	12/15
Responsibility: Planning		

ACTION: MARKET RATE HOUSING UNIT (25): CONSTRUCTION		PRIORITY
<i>Key Issues</i>	<i>Activities/Milestones</i>	<i>Mgmt</i>
		<i>Time</i>
Responsibility: Economic Development		

► Management in Progress 2014 – 2015	<i>Time</i>
1. Trolley: Policy on Use	2/14
2. Downtown Public Safety Security Plan: Update Report	4/14
3. Downtown Façade Improvement Program: Grant, Enterprise Funding	4/14/Ongoing
4. Historic District Design Guidelines: BAR Manual for New Materials	5/14
5. Fly Tower Lease	5/14
6. Downtown Business Outreach: Process Review, Update Report	8/14
7. George Washington Hotel Parking Study	11/14
8. Parking Payment: Credit Cards and Debit Cards	11/14

► Major Projects 2014 – 2015	<i>Time</i>
1. Taylor Hotel Project: Public Spaces	5/14
2. Cork Street Sidewalks	6/14
3. Parking Garage Improvements	9/14
4. Green Circle Trail (Downtown Phase)	10/14

CITY OF WINCHESTER POLICY CALENDAR 2014 – 2015

MONTH

JANUARY 2014

1. Council Decision: Monticello Battaile Road Build or no Build
2. Council Decision: John Kerr Elementary School - School Recommendation and Council Action
3. Council Direction: Boundary for "North End"
4. Council Presentation: Southside Cork Street Gateway

MONTH

FEBRUARY 2014

1. Council Presentation and Decision: Conference Center Direction
2. Council Decision: Enterprise Zone Funding Agreement

MONTH

MARCH 2014

1. Council Decision: Meadow Branch Avenue Development Direction and Land Use
2. Council Decision: Enterprise Zone Ordinance
3. Council Presentation and Decision: Public Safety Communications System Direction
4. Council Decision Community Events Policy Direction

MONTH

APRIL 2014

1. Council Decision: National Avenue-East Lane Roundabout or Straight Road
2. Council Presentation: Storm Water Management Policy and Utility

MONTH

MAY 2014

1. Council Decision: CE Overlay for Fairmont Avenue
2. Council Decision: Fly Tower Lease
3. Council Decision: BAR Manual for New Materials (Historic District Guidelines)

MONTH

JUNE 2014

1. Council Decision: Budget for Re-classification of EDA Staff
2. Council Decision: Retail Study Scope/Costs and Funding
3. Council Decision: Fairmont Avenue Funding
4. Council Decision: Storm Water Utility
5. Council Presentation: School CIP/Facility Study
6. Council Decision: Funding for After School Programs for Middle School
7. Council Decision: Funding for Timbrook Youth Development Center
8. Council Decision: Housing Stock Study Direction and Funding
9. Council Decision: Frederick Douglass Park Development Direction on Improvements and Funding
10. Council Presentation: Substance Abuse Report

JUNE 2014 (Continued)

11. Council Presentation: The Alliance Report
12. Council Decision: Citizens/Community Survey Funding
13. Council Decision: Comprehensive Municipal Facilities/Historic Buildings Maintenance Plan Funding
14. Council Decision: Succession Planning Proposal Funding
15. Council Decision: Utility Billing System Online Funding
16. Council Decision: Public Services Facility/ Municipal Service Center Direction and Funding
17. Council Decision: Downtown Branding and Materials Plan Direction and Funding
18. Council Decision: JJC Phone System Upgrade Funding
19. Council Decision: Staffing Funding

MONTH

JULY 2014

1. Council Presentation: City Relations with Business - Survey Findings and Recommended Actions
2. Council Presentation and Decision: Uniform Gateway Sign Design

MONTH

AUGUST 2014

1. Council Decision: Meadow Branch Avenue Comprehensive Plan Amendments
2. Council Decision: Award Contract for Retail Study
3. Council Decision: CE Overlay for National Avenue

MONTH

SEPTEMBER 2014

1.

2.

3.

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10.

MONTH

OCTOBER 2014

1. Council Decision: Zero Pak Rezoning for Residential Use and Road Re-alignment
2. Council Presentation: Parks and Recreation Needs Assessment Report

MONTH

NOVEMBER 2014

1. Council Decision: Meadow Branch Avenue Zoning Changes
2. Council Presentation: Fairmont Avenue Study
3. Council Presentation: North Loudoun Study
4. Council Presentation: Berryville Avenue Study

MONTH

DECEMBER 2014

1. Council Decision: Conference Center Funding
2. Council Presentation and Decision: Patsy Cline Economic Development Strategy/Major Festival Direction and Funding
3. Council Decision: Millwood Avenue University Drive Dedication
4. Council Decision: Fairmont Avenue Direction and Funding
5. Council Decision: North Loudoun Street Direction and Funding
6. Council Decision: Berryville Avenue Direction and Funding
7. Council Decision: Millwood Avenue
8. Council Decision: Gateway Sign Cedar Creek Grade Direction and Funding
9. Council Decision: Gateway Sign Amherst Street
10. Council Presentation and Decision: North End Development Strategy Direction, Actions, and Funding (if necessary)

DECEMBER 2014 (Continued)

11. Council Decision: Social Beverage Approval/Beer and Wine at War Memorial Building and Amphitheater
12. Council Decision: Development Standards and Subdivision Ordinance Revision
13. Council Presentation and Decision: Douglas Learning Center Report Acceptance and Future Direction
14. Council Presentation: Community Service Board Report
15. Council Presentation and Decision: Incentives for City/Schools Employees Report and Direction
16. Council Decision: Human Resource Policy and Procedures
17. Council Presentation: Comprehensive Formal Communications and Marketing Plan

SECTION 6

GOVERNANCE REFINEMENTS: MAYOR – CITY COUNCIL IN ACTION

City of Winchester Mayor and City Council Governance Topics

1. Regular Communications between Council President, City Manager and Entire Council: Complete, Same Information to All, Timely, Seeking Mayor and City Council Input/Advice/Guidance of Issues and Actions, No Surprises, Management/Administrative Decisions/Actions
2. Civility and Respect for Position and Persons: City Manager - Comments to Others, Comments in the City Organization
3. Project/Action Agenda: Update Reports (regularly/more than quarterly), Weekly Reports on Major Items
4. Overall Communications among Mayor and City Council: Keeping Each Other Informed, beyond eMail
5. Council Reports: Options, Unbiased/Cons and Potential Consequences Discussion
6. More Council Discussion on Critical Topics/Projects in Council Meeting/Executive Sessions, Slowing the Process for Discussion if Necessary
7. Council Questions on Agenda Items: Process, Contact with Department Heads, Timely and Complete Response
8. Role/Responsibilities of Assistant City Manager and Relationship to Mayor and City Council
9. Expectations, Responsibilities and Actions for: Council as the "Board of Directors", Council President, Council Vice President, City Manager as "CEO"
10. Council Protocols: Review and Refinement
11. Council Engaged and Prepared for Meetings: Reminder
12. City Manager-City Attorney Relationship and Expectations

13. Clerk to Council: Direction (independent of City Manager)
14. Strategic Planning Process: Guiding Document, Policy Direction, Performance Monitoring, Use of Work Sessions to Defined Direction and Outcomes, Not a "Hammer" against Council
15. Creating a Positive Work Environment in the City Organization: Outcomes, Actions
16. Community Presence: Council Attendance at Community Events and Meetings
17. Informal Time: Getting to Know Each Other, Informal Team Buildings
18. Council Outreach to City Employees: Roles and Actions
19. Use of Executive Sessions: Criteria, Commonwealth Laws
20. Intergovernmental Outreach to County and Schools: Getting to Know Each Other, Regular Meetings

House Rules Our Code of Conduct

- 1. Respect others: Mayor/Council members, 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**

*** Agreed upon 12/12 by Mayor and City Council**

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.
3. eMail information goes to all Mayor and Council members

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 |
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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/Assistant City Manager/ Department Head 2. eMail Information goes to all Mayor and Council members 3. Ask questions before meeting 4. Bring questions to a work session |
|---|---|

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

Protocol 6	Communications: Council and Staff
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1. Information should go to all Mayor and Council members at the same time.
2. Mayor/Council members should inform each other of meetings or information obtained.

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 |
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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 10	Work/Study Sessions (Continued)
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Refinements

- Council President should test Council direction and summarize key points.
- Informal setting – all Mayor/Council and City staff around a table.
- Television session – to be continued.

Protocol 11	Complex Information/New Topics
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1. Complete Referral Form – City Manager will share with Mayor and Council members.
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.

Protocol 15	Action Agenda Updates
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1. Mayor and Council expressed desire to have brief monthly updates
2. City Manager is developing possible matrix format

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



City of Winchester: Strategic Plan

VISION 2028

*WINCHESTER 2028 is a
Beautiful, Historic City
and a Hometown for Families*

*WINCHESTER 2028 has a
Vibrant Downtown,
a Growing Economy,
Great Neighborhoods with a
Range of Housing Choices
and Easy Movement.*

GOALS 2018

Grow the Economy

Create a More Livable City for All

Develop a High Performing Organization

Continue Revitalization of Historic Old Town

POLICY AGENDA 2014 – 2015

Top Priority

John Kerr Elementary School
Meadow Branch Avenue: Development
Conference Center: Development
Enterprise Zone: Next Steps
City Gateway Beautification Project
Public Safety Communications System

High Priority

North End Redevelopment Strategy and Action Plan
Retail Attraction/Retention Strategy
Patsy Cline Economic Strategy Development
Incentives for City/School Employees
Storm Water Management Policy and Utility
Historic Old Town Gateway Enhancements
Housing Stock Condition Assessment and Plan
Community Events Policy

Moderate Priority

Zero Pak Redevelopment
Social Beverage Permission Beer/Wine at War Memorial
Building/Amphitheater
Comprehensive Parking Strategy
(Residential, Credit Card, Self Sufficiency)
Citizens/Community Survey

MANAGEMENT AGENDA 2014 – 2015

Top Priority

Succession Planning: Development
City-Schools Service Consolidations
Comprehensive Municipal Facilities/Historic
Building Maintenance Plan
EDA Staffing
Events Coordinator and Policy
Federal Mogul Reuse: Clean Up, Marketing

High Priority

Douglas Learning Center Renovation
Substance Abuse/Mental Health
Human Resources Policy and Procedures
National Historic District: Expansion
City Relations with Businesses: Action Plan
McCormac Amphitheater Development
Parks and Recreation Needs Assessment

WINCHESTER CITY GOVERNMENT MISSION

The mission of the City of Winchester is to be a

Financially Sound City

providing Top Quality Municipal Services

while Focusing on the Customer

and Engaging our Community.

WINCHESTER CITY GOVERNMENT CORE BELIEFS

WE TAKE:

P	roductive
R	esponsible
I	ntegrity
D	edication
E	xcellence

IN SERVING YOU.

MANAGEMENT IN PROGRESS 2014 – 2015

Major Employer Attraction Strategy: Implementation (EDA)	Affordable Care Act: Part Time Employees
Cancer Center Development: Decision, Site Plan, Bond Issuance	Volunteer Organizations Active in Disaster (Regional)
317 South Cameron Street Redevelopment (Old Jail): Close the Deal	Fire Code and Permit Updates (including Inspections)
Student Housing Plan: Belleview Direction	Employee Annual Performance Review
Career Technical Education Center (at Douglas Learning Center)	Emergency Management Professional Development Series
Police Department Survey: Report and Actions	Performance Measures: Refinement
Field Maintenance Plan: Implementation	Building Permit Fee Schedule: Review
Community Gardens: Pilot Project	Fire and EMS Reporting System: Implementation
SWAT Truck	Hazmat Vehicle Storage
Neighborhood Walking Tours and Council Report on Finding (CRT/CDC)	SunGard Enterprise Software: Web Enablement
Heroin Use Reduction Action Plan	City Hall Security Plan
Blighted Structure Report	Fire Volunteer Recruitment and Retention Program
Social Services Emergency Management Plan	Time and Attendance Software (Citywide)
Active Shooter Program/Training	Employee Survey
Cal Ripken World Series	Student Internship/Work Study Program: Formalization
Rental Space at Youth Development Center	Employee Wellness Program
Comprehensive Service Act: Corrective Action Plan	Payroll Process Software: Implementation
Aquatics Facelift (Outdoor/Indoor)	Comprehensive Formal Communications and Marketing Plan
Comprehensive Zoning Ordinance: Revision	Personal Property Application Software
414 South Braddock Street Resolution	Real Estate Application Software
Online Participant Registration for Web Trac	Trolley: Policy on Use
City Owned Property Report and Map	Downtown Public Safety Security Plan: Update Report
City Reorganization Plan: New Phase	Downtown Façade Improvement Program: Grant, Enterprise Funding
Boards/Commissions: Orientation Program	Historic District Design Guidelines: BAR Manual for New Materials
Emergency Operations Plan: Revision	Fly Tower Lease
Information Technology Master Plan: Update	Downtown Business Outreach: Process Review, Update Report
Hiring Process: Review/Revision	George Washington Hotel Parking Study
Emergency Management Social Media	Parking Payment: Credit Cards and Debit Cards

MAJOR PROJECTS 2014 – 2015

Bermuda Grass Fields: Staffing and Equipment	Jim Barnett Park Signage and Beautification: Phase I
Parks: ADA Compliance (Phase I)	Green Circle Trail Phase III: Design
Skate Pavilion	Hope Drive Extension: Design
South Loudoun/Abrams Creek Drainage Project	Valley Avenue Sidewalk/Drainage Improvements: Design
Citywide Sidewalk Improvements: Phase II Project (Loudoun and Cork)	Millwood Avenue Improvement (with SU)
Green Circle Trail: Phase II Project	Nester Drive Extension
Bridgeforth Stadium: Turf	Tevis Bridge (VDOT)
I-81 Interchange (VDOT) – Exit 313: Preliminary Design	Taylor Hotel Project: Public Spaces
East Lane/Piccadilly/National Avenue Realignment	Cork Street Sidewalks
Tevis Street Extension: Design	Parking Garage Improvements
	Green Circle Trail (Downtown Phase)