

City Council Work Session

Tuesday, March 18, 2014

6:00 p.m.

Exhibit Hall – Rouss City Hall

AGENDA

1.0 Call to Order

2.0 Comments: (Each person will be allowed 3 minutes to address Council with a maximum of 10 minutes allowed for everyone)

3.0 Items for Discussion:

- 3.1 R-2014-08:** Resolution – Approval to payout accumulated sick leave for employee of the Clerk of the Court – Terry Whittle, Clerk of the Court (pages 3-6)
- 3.2 Presentation:** Proposed FY15 Budget Options – Dale Iman, City Manager & Mary Blowe, Finance Director (pages 7-13)
- 3.3 R-2014-09:** Resolution – Approval of the Personal Property Tax Relief Rate for Tax Year 2014 – Ann Burkholder, Commissioner of the Revenue (pages 14-16)
- 3.4 R-2014-07:** Resolution – Approval to refund overpaid estimated business license taxes to DEI Inc. in the amount of \$3107.29 – Ann Burkholder, Commissioner of the Revenue (pages 17-20)
- 3.5 Discussion:** O-2014-06 – AN ORDINANCE TO AMEND CHAPTER 29, “UTILITIES”, OF THE WINCHESTER CITY CODE BY ADDING A NEW ARTICLE ENTITLED “ARTICLE IV – STORMWATER UTILITY – Perry Eisenach, Utilities Director (pages 21-29)
- 3.6 Update & R-2014-10:** An appeal of the decision by the Board of Architectural Review (BAR-13-524) requiring the removal of vinyl siding and replacement with wood siding for the property located at 16 West Monmouth Street zoned Residential Business (RB-1) District with Historic Winchester (HW) District overlay.– Aaron Gridale, Director of Zoning & Inspections (pages 30-43)
- 3.7 O-2014-07:** AN ORDINANCE TO AMEND AND RE-ADOPT SECTIONS 25-17 AND 18-1 OF THE WINCHESTR CITY CODE TO ELIMINATE FORMALLY APPOINTED COUNCIL LIAISONS FROM THESE AND OTHER COUNCIL APPOINTED BOARDS AND COMMISSIONS – Anthony Williams, City Attorney (pages 44-47)

3.8 R-2014-06: Resolution – Adoption of the 2014 Strategic Plan Leadership Guide (Sent back to Work Session for more discussion on March 11, 2014) – Doug Hewett, Assistant City Manager (pages 48-213)

4.0 Liaison Reports

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 RECEIVING LEGAL ADVICE AND STATUS UPDATE FROM THE CITY ATTORNEY AND LEGAL CONSULTATION REGARDING THE SUBJECT OF SPECIFIC LEGAL MATTERS REQUIRING THE PROVISION OF LEGAL ADVICE BY THE CITY ATTORNEY AND MATTERS OF ACTUAL OR PROBABLE LITIGATION.

6.0 Monthly Reports

6.1 Fire Department (pages 214-217)

6.2 Police Department (pages 218)

7.0 Adjourn

R-2014-08

CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

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

RESOLUTION (X) ORDINANCE PUBLIC HEARING

ITEM TITLE: Payment of Accumulated Sick Leave for Winchester Circuit Court Clerk's Office Employee

STAFF RECOMMENDATION: Winchester Circuit Court Clerk Terry Whittle requests the Common Council's 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. Human Resources	PM		3/6/14
2. Finance	TD		3/6/14
3. _____			
4. _____			
5. City Attorney	AW		3/10/2014
6. City Manager	DI		3-11-14
7. Clerk of Council			

Initiating Department Director's Signature: Terry Whittle Date: 3/6/14

APPROVED AS TO FORM:

CITY ATTORNEY 3/10/2014

CITY COUNCIL ACTION MEMO

To: Honorable Mayor and Members of City Council
From: Terry Whittle, Winchester Circuit Court Clerk
Thru: Dale Iman, City Manager
Date: March 18, 2014
Re: Resolution Authorizing Payment of Accumulated Sick Leave for a Winchester Circuit Court Clerk's Office Employee

THE ISSUE: Section 5.3 Sick Leave of the City's Comprehensive Employee Management System, CEMS, provides that:

Classified employees who have five or more continuous years of employed service with the City shall be paid 25% of the accumulated sick leave balance at the time of termination or retirement. The amount paid shall not exceed \$5,000.00 for any one employee.

Consistent with this section of CEMS, the Winchester Circuit Court Clerk is requesting payment for Teresa Cosentini who has been with his office since 2004 and has unused accumulated sick leave.

RELATIONSHIP TO STRATEGIC PLAN: Goal 2 – Develop a High Performing Organization,

BACKGROUND: As shown on the attached, Ms. Consentini began working for the Winchester City Circuit Court in February 2004. She is leaving on March 28, 2014 to join her husband who has accepted a job as a City Manager in a town near Nashville, Tennessee.

Ms. Consentini has accumulated 800 hours of sick leave and based on her current hourly rate of \$18.4132, she would be entitled to a payout of \$3,682.64 based upon CEMS 5.3 Sick Leave.

As the Winchester Circuit Court Clerk's Office doesn't have an executed memorandum of understanding to follow CEMS, any such payments must be approved by the Common Council.

BUDGET IMPACT:

The budget impact would be \$3,682.64 based upon the information provided. The final amount would be calculated based upon final accumulated sick leave balances and consistent with City practices, if approved by the Common Council.

OPTIONS:

1. Approve the request;
2. Deny the request; or
3. Provide additional direction to staff, and/or take no action at this time.

RECOMMENDATIONS: Winchester Circuit Court Clerk Terry Whittle requests the Common Council's approval.

COMMON COUNCIL



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

A RESOLUTION AUTHORIZING ACCUMULATED SICK LEAVE PAYOUT FOR WINCHESTER CIRCUIT COURT CLERK'S OFFICE EMPLOYEE CONSISTENT WITH THE WINCHESTER COMPREHENSIVE EMPLOYEE MANAGEMENT SYSTEM, SECTION 5.3 SICK LEAVE

WHEREAS, the City of Winchester has adopted the Comprehensive Management System, CEMS, that provides policies and guidelines for all City employees except for employees of Constitutional Officers; and

WHEREAS, CEMS allows for classified employees who have five or more continuous years of employed service with the City to be paid 25% of the accumulated sick leave balance at the time of termination or retirement, with the amount paid not exceeding \$5,000.00 for any one employee; and

WHEREAS, Constitutional Officer and Winchester Circuit Court Clerk Terry Whittle has requested an accumulated sick leave payout for Ms. Teresa Cosentini, an employee leaving the City's workforce with more than five years of service; and

WHEREAS, as the Winchester Circuit Court Clerk's Office staff is exempted from CEMS, approval of this request must be made by the Winchester Common Council.

NOW, THEREFORE BE IT RESOLVED, that the Winchester Common Council approves this request and directs that any payout to Ms. Consentini be handled consistent with City policy and guidelines following her time of separation with the City.

RESOLUTION No. _____

Doug Hewett

From: Terry Whittle
Sent: Tuesday, February 25, 2014 8:16 AM
To: Doug Hewett
Subject: Payout for Teresa Cosentini

Doug,

Per our conversation, I would like a matter be placed on a city council work session to consider my request to have Teresa Cosentini receive a payout for her unused sick leave.

Teresa began working for the Winchester City Circuit Court on Feb 2004. She is leaving on March 28, 2014 to join her husband who has accepted a job as a City Manager in a town near Nashville Tennessee.

Teresa has accumulated 800 hours of sick leave and based on her current hourly rate of \$18.4132, she would be entitled to a payout of \$3,682.64

Let me know when this matter can be brought before a council work session so I can be there.

Thanks. Let me know if you need any more information.

Terry Whittle
Clerk-Winchester Circuit Court
5 N Kent Street
Winchester, Va. 22601
540-667-1868
FAX 540-667-6638
twhittle@courts.state.va.us

CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

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

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

ITEM TITLE:

Budget Options for FY 2015

STAFF RECOMMENDATION:

Review options to develop the FY 2015 budget

PUBLIC NOTICE AND HEARING:

N/A

ADVISORY BOARD RECOMMENDATION:

N/A

FUNDING DATA:

As presented

INSURANCE:

No liability assumed.

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	<i>[Signature]</i>	_____	<i>3-13-14</i>
7. Clerk of Council	<i>[Signature]</i>	_____	<i>3-13-14</i>

Initiating Department Director's Signature: _____

[Signature] _____
Date

Dale Iman, City Manager



CITY COUNCIL ACTION MEMO

To: Honorable Mayor and Members of City Council
From: Dale Iman, City Manager
Date: March 18, 2014
Re: Discussion on Budget Options

THE ISSUE: Initial budget options for Council to begin reviewing

RELATIONSHIP TO STRATEGIC PLAN: We address all of the current goals of 1. Grow the Economy 2. Develop a high performing organization 3. Continue revitalization of Historic Old Town and 4. Create a more livable City for all.

BACKGROUND: The City Manager has reviewed all budgets with the departments. This included discussions on the departments strategic plan items as well as other opportunities they chose to request during the budget process. This includes operational, personnel and CIP items.

BUDGET IMPACT: The summary attached outlines the budget options.

OPTIONS: Staff has prepared the following items in the attached summary:

- Column with original requests, beginning with the base budget and all departmental requests.
- Option 1- Base budget with current revenues and cuts to departments as noted.
- Option 2- Increase of \$1,200,000 for a 1 percent increase on our meals tax rate. This would take our rate from 5% to 6%.
- Updated tax rate sheets for comparison purposes.
- Packet includes outside and regional agency requests.

RECOMMENDATIONS: Staff is seeking direction from City Council on our proposed options, or others that they may want staff to explore and present at a future worksession.

FY 2015 GENERAL FUND BUDGET SUMMARY

REVENUES

	Original Requests	Option 1 Current Revenues	Option 2 Meals Tax Increase
FY 2014 Original Budget	80,000,000	80,000,000	80,000,000
Less One-time expenditures (Fund Balance)	<u>(4,573,500)</u>	<u>(4,573,500)</u>	<u>(4,573,500)</u>
FY 2015 Base Revenue Budget	75,426,500	75,426,500	75,426,500
<i>Projected Revenue Increases/(Decreases)</i>			
Meals Tax Increase 1%			1,200,000
Personal Property Taxes	599,000	599,000	599,000
Other Local Taxes (Sales/Meals)	696,000	696,000	696,000
Use of Money	(47,500)	(47,500)	(47,500)
Fines & Forfeitures	(150,000)	(150,000)	(150,000)
Misc Revenue	(162,700)	(162,700)	(162,700)
State Aid	166,700	166,700	166,700
Federal Aid	15,000	15,000	15,000
Utilities Transfer	(100,000)		-
Fire Programs Fund Reserves	57,000	57,000	57,000
Carryforward Appropriations from FY 2014	<u>180,000</u>	<u>180,000</u>	<u>180,000</u>
Total Increases/(Decreases)	<u>1,253,500</u>	<u>1,353,500</u>	<u>2,553,500</u>
FY 2015 Projected Revenue	<u>76,680,000</u>	<u>76,780,000</u>	<u>77,980,000</u>

EXPENDITURES

FY 2015 Base Expenditures	75,426,500	75,426,500	75,426,500
<i>Increases/(Decreases) to Base Expenditures</i>			
<u>Personnel</u>			
Salary Requests	1,456,745	-	-
HR position added in FY14	112,626	112,626	112,626
Emergency Management Position (3/4 year funding)		37,000	37,000
EDA Position Part-time to Full-time		35,000	35,000
2 Firefighter Positions			100,000
Reclassification Requests/Part-time increases		86,702	86,702
2% Salary Increase or Pay Scale Maint (2.5%) whichever higher	360,000	-	360,000
WPS Increase			500,000
<u>Operating</u>			
Tax Relief	(250,000)	(250,000)	(250,000)
Operating Requests	3,281,372	(2,137)	3,621
Fire Grants	57,000	57,000	57,000
ITP Requests (\$490,000 in base)	416,881	-	-
Equipment Replacement (\$400,500 in base expenditures)	1,061,000	-	227,000
Social Services	175,200	175,200	175,200
Transit	4,600	4,600	4,600
<u>Outside Agencies</u>			
Outside Agencies	274,310		-
Discovery Museum - Capital	100,000	100,000	100,000
<u>Regional Agencies</u>			
Jail	399,901	241,199	241,199
Juvenile Detention Center - Operating	51,068	51,068	51,068
JDC - 3% Salary Incr (Request) - 2% (Option 2)	10,863		7,242
EDC	(72,000)	(72,000)	(72,000)
Airport (pending final capital request)	(76,882)	(76,882)	(76,882)
Other Regional Agencies	64,190	45,694	45,694
<u>Debt</u>	628,430	628,430	628,430
<u>Carryforward Projects from FY14</u>			
World Series Expenditures	60,000	60,000	60,000
Time & Attendance Software	70,000	70,000	70,000
Professional Contracts	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>
Total Increases/(Decreases)	<u>8,235,304</u>	<u>1,353,500</u>	<u>2,553,500</u>
Total FY 2015 Expenditure Requests	<u>83,661,804</u>	<u>76,780,000</u>	<u>77,980,000</u>
FY 2015 Operating Budget Surplus/(Deficit)	(6,981,804)	-	-

**Other Revenue Options - Cigarette Tax 10 cent increase = \$232,000
Real Estate Tax 1 cent increase = \$275,000

FY 2015 CAPITAL IMPROVEMENT PLAN SUMMARY

CIP Projects - Carryforward from FY 2014

Reallocate Bond Proceeds

Bond Proceeds

Public Safety Communications Project	1,600,000	3,100,000
JJC Improvements	3,400,000	1,000,000
National Avenue Gateway Improvement		700,000
Hope Drive Extension		200,000
John Kerr Elementary School	20,000,000	20,000,000
Bond Proceeds Total	25,000,000	25,000,000

Fund Balance

Public Safety Communications Project	1,500,000	-
Green Circle	200,000	200,000
Fund Balance Total	1,700,000	200,000

CIP Projects - Additional Fund Balance

National Ave Gateway Improvement	700,000	-
Entryway Welcome Signs	50,000	50,000
Hope Drive Extension	150,000	-
Traffic Synchronization		250,000
Meadow Branch Extension	350,000	350,000
Sidewalks	250,000	850,000
Paving		325,000
City Hall Brick Repairs		600,000
Parks ADA Phase 2		525,000
Park Roadway Resurfacing		150,000

Total CIP Projects - Additional Fund Balance	1,500,000	3,100,000
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**Approximately \$3.3 Million Fund Balance Available (Carryforward & Additional)*

Other Strategic Plan Items - Included in Base Budget/Other Funds

National Historic District Revisions	9,000
Parks & Recreation Needs Assessment	35,000
Enterprise Zone Incentives	100,000
Succession Plan/Organization Study	80,000
Leadership Training	13,000
Legal CEMS Review	67,000

Unfunded Requests

Unfunded

Personnel Requests (Includes 22 positions)	1,384,745	1,298,043
Equipment Requests	1,232,600	1,232,600
Outside Agencies	274,310	274,310
Other Regional Agencies	36,321	36,321
Department Information Technology Requests	416,881	416,881
Department Operating Requests	2,511,973	2,511,973
Sidewalk Replacement	850,000	
Paving (\$500,000 in base expenditures)	362,000	37,000
City Hall HVAC	100,000	100,000
City Hall Brick Repairs	600,000	
Parks ADA Phase 2	525,000	
Park Shop Demo & Addition	350,000	350,000
Basketball Courts Renovation	60,000	60,000
War Memorial Brick Repairs	120,000	120,000
Indoor Pool Shell Resurface	65,000	65,000
Park Roadway Resurfacing	150,000	
Total Unfunded Requests	9,038,830	6,502,128

Agency Requests for Funding Summary

	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Request	Request Incr/(Decr)	FY 2015 Proposed	Proposed Incr/(Decr)
Outside Agencies							
Access Independence	-	-	-	10,000	10,000	-	-
Blue Ridge Legal Services	-	-	-	4,873	4,873	-	-
Boys & Girls Club	10,000	10,000	10,000	20,000	10,000	10,000	-
Clean Inc.	-	-	-	15,000	15,000	-	-
Concern Hotline	-	-	-	2,000	2,000	-	-
Cedar Creek Battlefield Foundation	-	-	-	10,000	10,000	-	-
Discovery Museum	10,000	10,000	10,000	30,000	20,000	10,000	-
Fremont Street Nursery	10,000	10,000	10,000	10,000	-	10,000	-
Healthy Families	10,000	10,000	10,000	10,000	-	10,000	-
Help With Housing, Inc.	-	-	-	5,000	5,000	-	-
Lord Fairfax Small Business Center*	-	-	-	9,400	9,400	-	-
Literacy Volunteers	-	-	-	10,000	10,000	-	-
Our Health, Inc	20,188	20,188	20,188	25,000	4,812	20,188	-
Shenandoah Apple Blossom Festival	-	-	-	5,000	5,000	-	-
Shenandoah Area Agency on Aging	20,000	20,000	20,000	35,000	15,000	20,000	-
Shenandoah Valley Battlefields	-	-	-	50,000	50,000	-	-
The Laurel Center	3,000	3,000	3,000	5,000	2,000	3,000	-
The Laurel Center - Capital	-	-	-	50,000	50,000	-	-
Winchester Day Nursery	10,000	10,000	10,000	10,000	-	10,000	-
Win-Fred Co Hist Society - Capital	-	-	-	45,000	45,000	-	-
Win-Fred Co Historical Society	79,525	79,525	79,525	85,750	6,225	79,525	-
Youth Development Center	10,000	10,000	10,000	10,000	-	10,000	-
Total Outside Agencies	182,713	182,713	182,713	457,023	274,310	182,713	-
<i>*Forwarded to EDA for funding consideration</i>							
Other Agencies							
CFFW Regional Jail	3,495,106	3,473,847	3,549,207	3,949,108	399,901	3,790,406	241,199
Handley Library	385,026	390,334	390,334	390,334	-	390,334	-
Handley Library - Capital	48,708	-	-	-	-	-	-
Lord Fairfax Community College	31,255	37,391	37,391	55,216	17,825	55,216	17,825
Lord Fairfax EMS Council	8,306	8,306	8,306	9,137	831	8,306	-
LF Soil and Water Conservation	-	-	1,000	4,500	3,500	1,000	-
Northwestern Community Services	183,307	183,307	183,307	192,472	9,165	183,307	-
NSV Regional Commission	15,078	15,198	15,178	15,178	-	15,178	-
NW Regional Juvenile Detention Center	215,127	267,090	299,751	361,682	61,931	361,682	61,931
S.P.C.A.	115,000	115,000	115,000	120,000	5,000	115,000	-
Winchester Health Department	257,884	258,766	266,701	294,570	27,869	294,570	27,869
Winchester Regional Airport	10,413	10,413	18,250	20,181	1,931	20,181	1,931
Winchester Regional Airport - Capital	44,766	17,836	88,616	9,803	(78,813)	9,803	(78,813)
Win-Fred Co EDC	72,000	72,000	72,000	-	(72,000)	-	(72,000)
Win-Fred Metropolitan Planning Org	8,210	13,379	20,000	20,000	-	20,000	-
Total Other Agencies	4,890,186	4,862,867	5,065,041	5,442,181	377,140	5,264,983	199,942
TOTAL AGENCIES	5,072,899	5,045,580	5,247,754	5,899,204	651,450	5,447,696	199,942

2013 Locality Comparison

	Frederick	Clarke	Warren	Shenandoah	Fauquier	Loudoun	Harrisonburg	Fredericksburg	Charlottesville	Winchester
Real Estate	\$0.585	\$0.63	\$0.59	\$0.54	\$0.98	\$1.205	\$0.63	\$0.74	\$0.95	\$0.95
Personal Property	\$4.86	\$4.50	\$4.00	\$3.50 Up 35¢	\$4.65	\$4.20	\$3.00	\$3.40	\$4.20	\$4.50
Machinery & Tools	\$2.00	\$1.25	\$1.30	\$3.15	\$2.30	\$2.75	\$2.00	\$0.80	\$4.20	\$1.30
Business Licenses Fee	\$0/\$30/\$50	\$30	\$0/\$10/\$30/\$50	N/A	\$30 (Warrenton)	\$30 (Leesburg \$20)	\$0/\$25/\$50	\$25 (Min. tax)	\$35.00	\$15/\$50
Motor Vehicle Fee	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	\$30.00	\$20.00	\$28.50	\$24.00
Meals	4%	N/A	4%	N/A	N/A	N/A	6.5%	6%	4%	5%
Motel	2%	2%	2%	2%	2%	5%	6.5%	6%	6%	5%
Admissions	N/A	N/A	N/A	N/A	N/A	N/A	5%	6%	N/A	5%
Cigarette Tax	N/A	N/A	N/A	N/A	15¢ (Warrenton)	75¢ (Leesburg)	30¢	31¢	35¢	25¢
Sanitation Fee (Residential)	N/A	N/A	\$11 or \$12/month (Front Royal)	\$8.00 (Woodstock)	N/A	N/A	\$10.00 (Residential)	\$31.50 (Residential)	\$94.50/Annual 32 gallon	N/A
			Residential	Residential					\$283.50/Annual 96 gallon	

* Rates are based on 2013 Statistics From Weldon Cooper Center for Public Service Publication. All are nominal rates for comparison purposes.

2013 City Comparison

	Median*	Mean*	Highest	Maximum*	Winchester
Real Estate	\$1.03	\$0.96	\$1.65	N/A	\$0.95
Personal Property	\$3.06	\$4.00	\$7.00	N/A	\$4.50
Machinery & Tools	\$1.06	\$1.35	\$7.00	N/A	\$1.30
Business Licenses					
Fee	\$50.00	N/A	\$50.00	\$50.00	\$15/\$50
Contracting	\$0.16	N/A	\$0.16	\$0.19	\$0.16
Retail	\$0.20	N/A	\$0.20	\$0.20	\$0.20
Service	\$0.36	N/A	\$0.36	\$0.36	\$0.36
Professional	\$0.58	N/A	\$0.58	\$0.58	\$0.58
Wholesale	\$0.12	N/A	\$0.50	Varies	\$0.20
Utility Taxes					
Electricity Residential				\$6.00	\$3.00
Electricity Commercial				based on kwh	0.011/kwh; 10,700 kwh/mo. max
Electricity Industrial				based on kwh	0.011/kwh; 10,700 kwh/mo. max
Gas- Residential				\$6	\$3.00
Gas- Commercial				based on CCF	\$0.15/CCF on first 800CCF
Gas- Industrial				based on CCF	\$0.15/CCF on first 800CCF
Meals	6.0%	6.40%	7.50%	N/A	5%
Motel	6.0%	6.54%	10.00%	N/A	5%
Admissions	7.00%	7.53%	10%	N/A	5%
Cigarette (20 cig)	33 Cents	43 cents	85 cents	N/A	25 Cents

* State figures are based upon 2013 results from other City's in the State of Virginia
 City of Winchester rates are current

CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

CITY COUNCIL/COMMITTEE MEETING OF: 04/08/2014 **CUT OFF DATE:** _____

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

ITEM TITLE: Personal Property Tax Relief Rate for Tax Year 2014

STAFF RECOMMENDATION: Approve

PUBLIC NOTICE AND HEARING:

ADVISORY BOARD RECOMMENDATION:

FUNDING DATA:

INSURANCE:

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. <u>Finance</u>	<u>JS</u>		<u>3/12/14</u>
2. <u>Treasurer</u>	<u>JB</u>		<u>3/11/2014</u>
3. _____			
4. _____			
5. <u>City Attorney</u>	<u>AW</u>		<u>3/13/2014</u>
6. <u>City Manager</u>	<u>[Signature]</u>		<u>3-13-14</u>
7. <u>Clerk of Council</u>	<u>[Signature]</u>		<u>3-13-14</u>
Initiating Department Director's Signature: <u>[Signature]</u>			<u>03/11/14</u> Date



APPROVED AS TO FORM:

CITY ATTORNEY

CITY COUNCIL ACTION MEMO

To: Honorable Mayor and Members of City Council
From: Ann T. Burkholder, Commissioner of the Revenue *ATB*
Date: March 11, 2014
Re: Personal Property Tax Relief Rate for Tax Year 2014

THE ISSUE: Approval of the Personal Property Tax Relief Rate for tax year 2014 at the proposed rate of fifty-three percent (53%).

RELATIONSHIP TO STRATEGIC PLAN: This is a matter of fair and equitable taxation.

BACKGROUND: The Personal Property Tax Relief Act of 1998 is explained in detail in Code of Virginia §58.1-3523 through §58.1-3536. As of the 2006 Amendments to this Act, the City of Winchester receives \$2,600,000 (\$2.6 million) annually from the state pool of tax relief funds to distribute equitably across the first \$20,000 in assessed value of qualifying vehicles, including those which are those for personal use and of a gross weight not to exceed 7,500 pounds. Although the current personal property tax rate for the City is \$4.50 per \$100.00 of assessed value, the City calculates personal property tax relief based upon the \$3.50 rate in effect as of 2006.

As the City bills vehicle personal property one year in arrears, we face the challenge of predicting an accurate reimbursement rate two years into our billing future. This recommendation is based upon considerations of economic and historical trending, consultation with other City departments and improved data accuracy.

BUDGET IMPACT: Minimal.

OPTIONS: As this is a state-mandated program, the only option is to be as accurate as possible. Distributing less than the allocated amount deprives taxpayers of state aid, while any over-distribution becomes the financial responsibility of the locality. Analysis indicates stability amongst the overall pool of qualifying vehicles, and thus a recommendation to extend the 2013 reimbursement rate to 2014.

RECOMMENDATION: The Commissioner of the Revenue recommends a Personal Property Tax Relief Rate for tax year 2014 at fifty-three percent (53%) for qualifying vehicles in the City of Winchester.



THE COMMON COUNCIL

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

RESOLUTION

WHEREAS, by ordinance No.031-2005, adopted by Council on October 11, 2005, as amended by Ordinance No 2006-27, adopted by Council on July 11, 2006,("Implementing Ordinance"), Council shall by resolution set the rate of tax relief in implementation of the Personal Property Tax Relief Act of 1998, as amended; and

WHEREAS, the Commissioner of Revenue for the City of Winchester has provided information to Council to assist Council in setting the rate of tax relief

NOW therefore be it RESOLVED, pursuant to Section 2(b) of the Implementing Ordinance, that for tax year 2014 the rate of tax relief shall be fifty-three percent (53%) of the tax levy on qualified vehicles, based on a tax rate of \$3.50 per \$100.00 of valuation.

B.2014-07

CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

CITY COUNCIL/COMMITTEE MEETING OF: 04/08/2014 **CUT OFF DATE:** _____

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

ITEM TITLE: Refund D E I Inc. for overpaid estimated business license taxes

STAFF RECOMMENDATION: Approve

PUBLIC NOTICE AND HEARING:

ADVISORY BOARD RECOMMENDATION:

FUNDING DATA:

INSURANCE:

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. <u>Finance</u>	<u>JB</u>		<u>3/5/14</u>
2. <u>Treasurer</u>	<u>JB</u>		<u>2/28/2014</u>
3. _____			
4. _____			
5. <u>City Attorney</u>	<u>GW</u>		<u>3/10/2014</u>
6. <u>City Manager</u>	<u>DI</u>		<u>3-6-14</u>
7. <u>Clerk of Council</u>			

Initiating Department Director's Signature: [Signature] Date: 02/28/14



APPROVED AS TO FORM:

[Signature] 3/10/2014
CITY ATTORNEY

CITY COUNCIL ACTION MEMO

To: Honorable Mayor and Members of City Council
From: Ann T. Burkholder, Commissioner of the Revenue
Date: 02/28/2014
Re: Refund for Overpaid Estimated Business License Taxes

THE ISSUE: A business has requested a refund for overpaid estimated business taxes on a local contractor business license.

RELATIONSHIP TO STRATEGIC PLAN: This is a matter of fair and equitable taxation, which relates to Goal 2: Create a high-performing City organization.

BACKGROUND: Code of the City of Winchester §27-8, in accordance with Code of Virginia §58.1-3981 requires City Council approval of any refunds in excess of \$2,500.00. Code of the City of Winchester §28-12 provides for refunds of BPOL taxes paid under certain circumstances.

BUDGET IMPACT: Minimal.

OPTIONS: When appropriate, the office of the Commissioner of the Revenue offers the option of either a credit on the account towards future taxes or a refund.

RECOMMENDATION: Pursuant to Code of the City of Winchester §27-8, the Commissioner of the Revenue respectfully requests that the City Council, with the consent of the City Attorney, authorize the Treasurer to issue the refund in the amount certified by the Commissioner of the Revenue for each.



Ann T. Burkholder, Commissioner of the Revenue
15 North Cameron Street
Winchester, VA 22601
Email: commrevenue@winchesterva.gov

Telephone: (540) 667-1815
FAX: (540) 667-8937
TDD: (540) 722-0782
Website: www.winchesterva.gov

Certificate of the Commissioner of the Revenue

Pursuant to Code of the City of Winchester §28-12, D E I Inc. has requested a prorated refund for overpayment of 2013 estimated business license taxes.

Pursuant to Code of the City of Winchester §27-8 and §58.1-3981 of the Code of Virginia, I certify that D E I Inc. is due a refund of \$3107.29 for overpaid Business License taxes.

Verified by Commissioner of the Revenue: 

Ann T. Burkholder

Date: 02/28/2014

Consent by City Attorney:



Anthony C. Williams

Date: 3/10/2014

RESOLUTION

WHEREAS, D E I Inc. has requested a refund for overpayment of estimated business license taxes for 2013; and

WHEREAS, the office of the Commissioner of the Revenue has certified that the taxpayer has properly requested and is entitled to this refund; and

WHEREAS, the office of the Commissioner of the Revenue wishes to maintain accurate and equitable tax records.

NOW therefore be it RESOLVED, that Common Council hereby approves the refund of \$3,107.29 to D E I Inc. for overpayment of estimated business license taxes and directs the City Treasurer to refund said amounts together with any penalties and interest paid thereon.

0-2014-06

CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

CITY COUNCIL/COMMITTEE MEETING OF: March 18, 2014 **CUT OFF DATE:** _____

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

ITEM TITLE: City Council Consideration of Implementing a Stormwater Utility - Discussion #5 - Proposed Ordinance

STAFF RECOMMENDATION: NA

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	<i>[Signature]</i>		3-10-14
2. City Attorney	<i>[Signature]</i>		3/10/2014
3. City Manager	<i>[Signature]</i>		3-11-14
4. Clerk of Council			
Initiating Department Director's Signature:	<i>[Signature]</i>		3/10/14 Date



APPROVED AS TO FORM:

[Signature] 3/10/2014
CITY ATTORNEY

CITY COUNCIL ACTION MEMO

To: Honorable Mayor and Members of City Council
From: Perry Eisenach, Public Services Director
Date: March 18, 2014 (Council work session)
Re: Proposed Stormwater Utility – Discussion #5 – Proposed Stormwater Utility Ordinance

THE ISSUE: Consideration of Implementing a Stormwater Utility – Proposed Ordinance.

RELATIONSHIP TO STRATEGIC PLAN: **Goal 4:** Create a More Livable City for All. Specifically, **Policy Agenda Item #6:** Develop a storm water management policy with policy directions, project priority and funding mechanisms, which could include the establishment of a storm water utility.

BACKGROUND: The City of Winchester is facing some significant operational and capital expenditures in the coming years related to the operation and maintenance of the City's storm water system. These expenditures will be necessary to meet increasingly more stringent state and federal storm water regulations and to provide increased maintenance of the storm water system to change the current operation from a "reactive mode" to a "proactive mode". A stormwater utility would provide a funding mechanism to pay for these increased expenditures.

The attached draft ordinance has been prepared by adapting ordinances from other stormwater utilities that have been implemented in Virginia. This proposed ordinance would establish and implement a Stormwater Utility in Winchester.

Proposed Ordinance

The proposed ordinance would add a new article to Chapter 29, Utilities, of the Winchester City Code and contains the following provisions:

1. A Stormwater Utility would be created and a separate enterprise fund would be created for the Stormwater Utility.
2. A Stormwater Utility Fee would be assessed to all developed properties within the City with more than 300 square feet of impervious surface.
3. The Stormwater Utility Fee would be included and added to the water and sewer service billing statement. If there is no current water/sewer service for a developed parcel, a separate bill would be created.
4. The Stormwater Utility Fee would be a flat monthly fee for all single-family residential parcels and parcels with a single townhouse, condo, or duplex unit. The Fee for all other parcels would be based on the amount of impervious area on that parcel.
5. City Council would approve (by a separate resolution) a System of Stormwater Utility Fee Credits. These credits would acknowledge investments and stormwater best management practices implemented by private property owners that would lower their monthly Stormwater Utility Fee.

Please Note: Several of the provisions in the proposed ordinance can be modified as desired by City Council.

Other Information

At the last work session, Council requested information regarding the proposed capital expenditures for the water/sewer utility over the next five years and the projected rate increases for water/sewer. In addition, Council also requested an analysis of what these rate increases would look like if they also reflected and included the increased expenditures for stormwater activities that are anticipated during this period. This information is provided on the attachment.

ACTION BY CITY COUNCIL:

No action from City Council is required at this time. The current schedule calls for City Council to possibly take action on the proposed Storm Water Utility in May/June 2014.

****DRAFT – 3/9/14****

AN ORDINANCE TO AMEND CHAPTER 29, “UTILITIES”, OF THE WINCHESTER CITY CODE BY ADDING A NEW ARTICLE ENTITLED “ARTICLE IV – STORMWATER UTILITY”

WHEREAS, the City of Winchester is facing numerous requirements to comply with more stringent federal and state regulations related to stormwater discharges; and,

WHEREAS, the City also needs to address significant stormwater capital improvement projects and increased maintenance of the City’s stormwater infrastructure; and,

WHEREAS, the City has examined several options for generating additional revenues to fund the additional expenditures that will be necessary for these stormwater related activities; and,

WHEREAS, the creation of a Stormwater Utility would provide a mechanism to generate these additional revenues and equitably allocate the costs of the City’s stormwater program.

NOW, THEREFORE, BE IT ORDAINED that the City of Winchester Common Council finds that an adequate and sustainable source of revenue for stormwater management activities is necessary to protect the general health, safety, and welfare of the residents of the City; and,

BE IT FURTHER ORDAINED that the City of Winchester Common Council hereby creates a Stormwater Utility by adding a new article to Chapter 29 of the Winchester City Code that reads as follows:

ARTICLE IV. STORMWATER UTILITY.

SECTION 29-95. AUTHORITY.

The City is authorized by Virginia Code § 15.2-2114 to establish a Stormwater Utility and to enact a system of service charges to support a local stormwater management program.

SECTION 29-96. DEFINITIONS.

The following definitions shall apply to this article:

Billing Unit means the average amount of impervious area of the single-family residential parcels in the City calculated to be 2,495 square feet.

Impervious Area means area covered by hard surfaces such as structures, paving, compacted gravel, concrete, or other man-made features that prevent, restrict, or impede the downward passage of stormwater into the underlying soil.

Unimproved Parcel means any parcel, regardless of zone or land use, that has less than 300 square feet of impervious area.

SECTION 29-97. STORMWATER UTILITY FEE.

(a) A Stormwater Utility Fee is hereby imposed on every parcel of improved real property within the City. All Stormwater Utility Fees and other income from the Fees shall be deposited into the Stormwater Utility Fund.

(b) The following rate per Billing Unit is hereby established:

Effective Date	Billing Unit Rate (\$/month)
To Be Determined	To Be Determined

(c) Except as otherwise provided in this Article, the Impervious Area for all parcels except for single-family residential parcels, parcels with a single residential townhouse or single residential condominium, or parcels with a single residential duplex unit, shall be determined by the City using aerial photography, as-built drawings, final approved site plans, field surveys, or other appropriate engineering and mapping analysis tools.

(d) Notwithstanding subsection (a) above, and consistent with Virginia Code § 15.2-2114, the Stormwater Utility Fee shall be waived in its entirety for the following:

- (1) Public roads and street rights-of-way that are owned and maintained by the City.
- (2) Unimproved Parcels.

SECTION 29-98. STORMWATER UTILITY FEE CALCULATION.

The monthly Stormwater Utility Fee (Fee) shall be determined as follows:

(a) For all single-family residential parcels or parcels with a single residential townhouse, condominium, or duplex unit, the monthly Fee shall be equal to the rate for one (1) Billing Unit.

(b) The rate for all other improved parcels shall be calculated in the following manner:
(1) Determine the impervious area of each parcel of real property in square feet.
(2) Divide the property's impervious area by the billing unit.

- (3) Round the resulting calculation to the next lowest whole number to determine the number of billing units and multiply that number by the Billing Unit Rate to obtain the monthly Fee for that parcel.
- (4) All improved parcels shall be charged a minimum monthly Fee equal to the rate for one (1) Billing Unit, before any credits are applied.

SECTION 29-99. STORMWATER UTILITY FEE CREDITS.

- (a) The City Council shall adopt by resolution a Stormwater Utility Fee Credit System in accordance with Virginia Code § 15.2-2114 that provides for full or partial waivers of the Stormwater Utility Fees.
- (b) The Public Services Department shall be responsible for implementing the Stormwater Utility Fee Credit System.

SECTION 29-100. STORMWATER UTILITY FUND.

- (a) The Stormwater Utility Fund is hereby established as a dedicated enterprise fund. The fund shall consist of revenue generated by the Stormwater Utility Fee as well as any other deposits that may be made from time to time by City Council.
- (b) The Stormwater Utility Fund shall be dedicated special revenue used only to pay for or recover costs for the following:
 - (1) The acquisition of real and personal property necessary to construct, operate, and maintain stormwater control facilities;
 - (2) The cost of administration of the City's stormwater management program;
 - (3) Planning, design, engineering, construction, and debt retirement for new facilities and enlargement or improvement of existing facilities, whether publicly or privately owned, that serve to control stormwater;
 - (4) Stormwater facility operation and maintenance;
 - (5) Monitoring of stormwater control devices and ambient water quality; and
 - (6) Other activities consistent with the state or federal regulations or permits governing stormwater management, including but not limited to: public education, watershed planning, inspection and enforcement activities, and pollution prevention planning and implementation.

SECTION 29-101. BILLING.

- (a) The Stormwater Utility Fee shall be billed and included on the billing statement for water and sewer service for that parcel. If there is no water or sewer service on the parcel, the Stormwater Utility Fee shall be billed separately and the bill shall be sent to the property owner.

- (b) Any bill not paid by the due date or by the next regular workday if the due date falls on Saturday, Sunday or legal holiday for the office of the government of the City of Winchester, shall be assessed a 10% late payment charge.
- (c) When the Stormwater Utility Fee is combined with the bill for water and sewer service, payments will be applied in equal percentages for each service provided: water, sewer, and stormwater.
- (d) The City may place a lien on the property for delinquent Stormwater Utility Fees that have not been paid, any applicable penalties and interest of such delinquent charges, and reasonable attorney fees and other costs of collection not exceeding 20 percent of such delinquent charges.

SECTION 29-102. BILLING ADJUSTMENTS.

- (a) Any property owner or individual responsible for paying the utility bill may request an adjustment of the Stormwater Utility Fee by submitting a request in writing to the Public Services Director. Grounds for adjustment of the Stormwater Utility Fee are limited to the following:
 - (1) An error was made regarding the square footage of the impervious area.
 - (2) There is a mathematical error in calculating the Stormwater Utility Fee.
 - (3) An approved credit was incorrectly applied.
- (b) The Public Services Director shall review the billing adjustment request and make a determination regarding the possible adjustment.
- (c) The Public Services Director’s decision on a billing adjustment is a final decision, from which an aggrieved party may appeal to the Circuit Court for the City of Winchester.

Ordinance No. _____

ADOPTED by the Common Council of the City of Winchester on the ____ day of _____, 2014.

Witness my hand and the seal of the City of Winchester, Virginia.

Deputy Clerk of the Common Council

City of Winchester
Projected Water/Sewer Capital Expenditures and Rate Increases
For the Period: 2015 – 2019
Draft: 3/9/14

Table 1
Projected Water/Sewer Capital Expenditures

Year	Projected Capital Expenditures
FY2016	\$4,250,000
FY2017	\$5,500,000
FY2018	\$6,750,000
FY2019	\$5,500,000

These projects will consist of: water/sewer main replacements, water meter replacements, sewage pump station replacements, etc.

Table 2
Projected Water/Sewer Rate Increases

Effective Date of Rate Increase	Projected Rate Increase
2014	None
May 1, 2015	3.75 %
May 1, 2016	3.25 %
May 1, 2017	3.25 %
May 1, 2018	3.75 %

Table 3
Projected Water/Sewer Rate Increases
To Also Cover Additional Stormwater Expenditures

Effective Date of Rate Increase	Projected Rate Increase
2014	None
May 1, 2015	8.0 %
May 1, 2016	3.75 %
May 1, 2017	4.25 %
May 1, 2018	4.25 %

Note: These additional water and sewer rate increases would generate the following revenues for stormwater expenditures:

FY16: \$850,000
 FY17: \$1,000,000
 FY18: \$1,225,000
 FY19: \$1,425,000

In summary, the additional stormwater expenditures would include:

- a) \$400,000 per year for equipment/ small infrastructure projects
- b) Complete inventory of the stormwater system
- c) Add Stormwater Engineer position
- d) Add an additional street sweeper
- e) Add 3 additional maintenance positions to maintain stormwater system
- f) Capital projects that alleviate flooding: Valley/Tevis, Valley/Whitlock, N. Kent Street, N. Loudoun Street. Does not include capital projects that add curb & gutter/sidewalks (i.e. Fox Drive, Middle Road, Weems Lane, etc.)

CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

CITY COUNCIL MEETING OF: 3/18/14 (Work Session), **CUT OFF DATE:** 3/13/14
4/8/14 – Regular Meeting

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

ITEM TITLE:

An appeal of the decision by the Board of Architectural Review (BAR-13-524) requiring the removal of vinyl siding and replacement with wood siding for the property located at 16 West Monmouth Street zoned Residential Business (RB-1) District with Historic Winchester (HW) District overlay.

STAFF RECOMMENDATION:

Approval.

PUBLIC NOTICE AND HEARING:

Public Hearing Required and Held – 1/14/14.

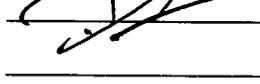
ADVISORY BOARD RECOMMENDATION:

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. City Attorney			<u>3/13/2014</u>
2. City Manager			<u>3-13-2014</u>
3. Clerk of Council			<u>3-13-2014</u>

Initiating Department Director's Signature:  3/12/2014
(Zoning and Inspections)



APPROVED AS TO FORM:
 3/13/2014
CITY ATTORNEY

CITY COUNCIL ACTION MEMO

To: Honorable Mayor and Members of City Council
From: Aaron Grisdale, Director of Zoning and Inspections *AMG*
Date: March 18, 2014
Re: Appeal of BAR Decision (BAR-13-524) to City Council

THE ISSUE:

The Clerk of Council received an appeal of a BAR decision (BAR-13-524). City Council must hold a public hearing within 60 days of the date of appeal.

RELATIONSHIP TO STRATEGIC PLAN:

N/A

BACKGROUND:

In 2013, the property owner of 16 West Monmouth Street, located in the Historic Winchester district, replaced Bricktex siding with vinyl siding without a Certificate of Appropriateness. When an application was made to the Board of Architectural Review for siding and several additional changes, approval was made for a portion of the proposed items and the owner was required to take off the installed vinyl siding. The violation was initially documented during a neighborhood walkthrough in February 2013; however, as a result of an oversight within the Zoning and Inspections department case management, the violation was not properly documented and a letter was not sent in a timely manner to the property owner. However, another inspector observed the change in May 2013, and sent a notice of violation to the property owner. Staff sent two certified letters and posted the notice of violation to the property, no contact was received from the property owner and the violation was not addressed or corrected, as a result a civil penalty was issued for the unresolved violation.

On January 14, 2014, City Council held a public hearing in conformance with the requirement of Section 14-9-1 of the Winchester Zoning Ordinance.

A draft resolution is presented for Council's consideration to uphold the decision of the Board of Architectural Review.

BUDGET IMPACT:

No funding is required.

OPTIONS:

- Uphold the decision of the Board of Architectural Review
- Amend the decision of the Board of Architectural Review
- Reverse the decision of the Board of Architectural Review

RECOMMENDATIONS:

The Director of Zoning and Inspections recommends upholding the decision of the BAR.

RESOLUTION REGARDING THE DISPOSITION OF THE APPEAL TO COMMON COUNCIL OF THE DECISION OF THE BOARD OF ARCHITECTURAL REVIEW IN BAR -13-524 CONCERNING THE APPLICATION OF VINYL SIDING TO THE PROPERTY LOCATED AT 16 WEST MONMOUTH STREET IN THE CITY OF WINCHESTER, VIRGINIA

WHEREAS, the property located at 16 West Monmouth Street in the City of Winchester, Virginia (hereinafter "the property") is owned by Samuel L. Maddox, (hereinafter "owner"); and

WHEREAS, said property is located in the Historic District in the City of Winchester and is therefore subject to compliance with Historic District Guidelines; and

WHEREAS, the owner applied vinyl siding to the exterior of the building located on the property as a replacement for the deteriorating exterior paneling; and

WHEREAS, the Department of Zoning and Inspections cited several issues with the property including this application of vinyl siding as a violation Historic District Guidelines, specifically (with regard to the vinyl siding) of Chapter 3, page 15 of the Winchester Historic District Design Guidelines which state "*Synthetic sidings are not appropriate in the district. In addition to changing the appearance of a historic building, synthetic sidings may make maintenance more difficult because they may cover up potential moisture problems that can become more serious*" (**Exhibit A**); and

WHEREAS, the owner of this property also owns other property located in the Historic District and knows or reasonably should have known that Historic District Guidelines would apply to his property; and

WHEREAS, the owner applied to the Board of Architectural Review ("BAR") for a Certificate of Appropriateness with regard to the application of vinyl siding to the structure; and

WHEREAS, the BAR approved the Certificate of Appropriateness for other unrelated issues associated with the building, but specifically required that the vinyl siding be removed in BAR-13-524 (**Exhibit B**) citing the provisions of the Winchester Historic District Design Guidelines referenced by the Department of Zoning and Inspections; and

WHEREAS, Section 14-9 of the Winchester Zoning Ordinance allows for an appeal to the approval or denial of a Certificate of Appropriateness by the BAR to Common Council who shall apply the same standards as the BAR and consult with the BAR prior to rendering a decision to affirm, reverse, or modify the decision of the BAR; and

WHEREAS, Common Council has complied with the requirements of Section 14-9 by receiving consultation from the BAR (**Exhibit C**) and holding a public hearing (**Exhibit D**) and receiving a presentation from the applicant and Staff on January 14, 2014.

UPON REVIEW of the materials presented, Common Council for the City of Winchester hereby AFFIRMS the decision of the BAR in denying the Certificate of Appropriateness in BAR-13-524 based on the fact that the application of the vinyl siding to the structure is a clear violation of Chapter 3, page 15 of the Winchester Historic District Design Guidelines which state *"Synthetic sidings are not appropriate in the district. In addition to changing the appearance of a historic building, synthetic sidings may make maintenance more difficult because they may cover up potential moisture problems that can become more serious"*

Council further FINDS that the owner knew or reasonably should have known of the requirement that the property comply with Winchester Historic District Guidelines based upon his ownership of other property located in the Historic District.

However, based on the review of this matter, Council also FINDS that there was a significant delay from the time that the violation should have first been discovered to the time that the owner was actually cited with the violation, and that the failure to exercise due diligence on the part of the Department of Zoning and Inspections resulted in the owner substantially completing the application of the vinyl siding before finally being placed on notice of the violation, and that it is the opinion of Common Council that had the Department of Zoning and Inspections acted promptly in identifying and citing the violation, its removal and restoration of the building in compliance with the Historic District Guidelines could have been accomplished with far less cost and inconvenience.

Accordingly, Common Council hereby MODIFIES the BAR decision to provide that so long as the property remains under its current ownership, the owner shall have ten (10) years from the date of adoption of this Resolution to remove the vinyl siding and replace it with materials and in accordance with the provisions of the Historic District Guidelines. If the property is sold or otherwise transferred to another owner during this ten (10) year period, it may only be transferred after the current owner has made the necessary repairs to bring the property in compliance with the Historic District Guidelines by removing the vinyl siding and replacing it with materials and in accordance with the provisions of the Historic District Guidelines and this Resolution.



Rouss City Hall
15 North Cameron Street
Winchester, VA 22601

Telephone: (540) 667-1815
FAX: (540) 722-3618
TDD: (540) 722-0782
Website: www.winchesterva.gov

May 10, 2013

MADDOX SAMUEL LANDON
16 WEST MONMOUTH STREET
WINCHESTER, VA 22601

**RE: NOTICE OF VIOLATION, 16 W MONMOUTH ST (Tax Map ID: 193-01-1-9 -> <01)
Case #: 13-00002548, CERTIFIED MAIL**

Dear,

The purpose of this letter is to formally identify and resolve zoning violations at 16 W MONMOUTH ST, Winchester, Virginia. According to the records of the City Assessor, this property is owned by you. This property is located entirely within the **RB1 (Residential Business)** Zoning District, in the Winchester Historic District. During a recent inspection on May 9, 2013, zoning violations were observed. During a site inspection it was observed that there is new siding on the dwelling without an approved Certificate of Appropriateness. Since this property is located within the Historic Winchester District, and the changes can be seen from the public right of way, the new siding must receive a Certificate of Appropriateness from the Board of Architectural Review, pursuant to Section 14-3-1 of the Winchester Zoning Ordinance:

- §14-3-1 No building or structure within the Historic Winchester District shall be erected, reconstructed, altered, restored, or demolished, unless and until an application for a Certificate of Appropriateness shall have been approved by the Board of Architectural Review.
- §14-2-2 For the purpose of this article, "structure" shall include walls, fences, signs, light fixtures, steps, or appurtenant elements thereof.

In order to fully comply with the Zoning Ordinance, the following options are available:

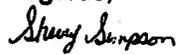
1. Complete and submit an application for a Certificate of Appropriateness for the BAR, with all required materials no later than May 28, 2013 by noon for the June 6, 2013 meeting; or,
2. Appeal this decision to the Board of Zoning Appeals no later than 30 days after your receipt of this letter.

Failure to correct the violation by the stated compliance date may result in the issuance of civil penalties. I have included for your convenience an application for the BAR. If you

have any questions or concerns, please do not hesitate to contact me directly at (540) 667-2316 or Aaron Grisdale (Zoning Administrator) at 667-1815 ex 1492.

In accordance with Section 15.2-2311 of the Code of Virginia (1950), as amended, you have the right to appeal the foregoing determinations to the Board of Zoning Appeals within thirty (30) days after the date of this letter. Otherwise, the decisions set forth in this letter shall be final and unappealable if not appealed within the thirty-day period. The filing fee for appeals is \$200.00 and should be enclosed with the completed application, if you intent to appeal this determination.

Regards,



Sherry Simpson
City of Winchester
Code Enforcement



Rouss City Hall
15 North Cameron Street
Winchester, VA 22601

Telephone: (540) 667-1815
FAX: (540) 722-3618
TDD: (540) 722-0782
Website: www.winchesterva.gov

October 17, 2013

Samuel L. Maddox
16 W. Monmouth Street
Winchester, VA 22601

Dear Mr. Maddox:

On Thursday, October 17, 2013, the Board of Architectural Review acted on the following request:

BAR-13-524 Request of Samuel Maddox, property owner, for a certificate of appropriateness to replace windows and siding and exterior paint for the property at 16 W. Monmouth Street, zoned Residential Business (RB-1) District with Historic Winchester (HW) District overlay.

On a vote of 5-0, the Board approved a certificate of appropriateness to **BAR-13-524** with the following conditions:

- The coal chute that was removed must be restored to its original place
- The windows on the back side of the house can be replaced as desired
- The vinyl siding must be removed and wood siding put back or existing wood siding reused and painted
- All wood siding must match in size and design with what is existing
- Paint must match the paint used on the second story

The decision of the Board may be appealed to the Common Council of the City of Winchester within 30 days of the Board's decision. Please do not hesitate to contact me should you have any questions at 667-1815, ext. 1492.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Aaron M. Grisdale".

Aaron M. Grisdale, CZA
Director of Zoning and Inspections



Rouss City Hall
15 North Cameron Street
Winchester, VA 22601

Telephone: (540) 667-1815
FAX: (540) 722-3618
TDD: (540) 722-0782
Website: www.winchesterva.gov

January 2, 2014

BAR-13-524 Request of Samuel Maddox, property owner, for a certificate of appropriateness to replace windows and siding and exterior paint for the property at 16 W. Monmouth Street, zoned Residential Business (RB-1) District with Historic Winchester (HW) District overlay.

At the Board of Architectural Review meeting on October 17, 2013, on a vote of 5-0, the Board granted a Certificate of Appropriateness for portions of the application, including replacement of rear windows and paint. However, the use of vinyl siding was not approved, and it was required for the siding to be returned back to previously existing wood siding or use new replacement wood siding. The application for vinyl siding was made after the installation of such siding was started by the property owner, rather than before starting work as is typical with applications for Certificates of Appropriateness.

The purpose of this document is to memorialize the findings of fact regarding BAR-13-524. This decision on October 17, 2013 was based upon the Winchester Historic District Design Guidelines, specifically the following from Chapter 3: Residential Rehabilitation, page 15 – Substitute Materials (emphasis added):

A building's historic character is a combination of its design, age, setting, and materials. The exterior walls of a building, because they are so visible, play a very important role in defining its historic appearance. Wood clapboards, wood shingles, wood board-and-batten, brick, stone, stucco or a combination of the above materials all have distinctive characteristics. Synthetic materials can never have the same patina, texture, or light-reflective qualities.

These modern materials have changed over time, but have included asbestos, asphalt, vinyl, aluminum, and EIFS (exterior insulation and finish system) and have been used to artificially create the appearance of brick, stone, shingle, stucco and wood siding surfaces.

Synthetic sidings are not appropriate in the district. In addition to changing the appearance of a historic building, synthetic sidings may make maintenance more difficult because they may cover up potential moisture problems that can become more serious. Artificial siding, once it dents or fades may need painting just as frequently as wood.

Based upon the above guidelines, the Board made its decision for the following reasons:

1. During the October 17, 2013 meeting, the Board of Architectural Review reviewed all the submitted materials included with the Certificate of Appropriateness application, BAR-13-524.

"To be a financially sound City providing top quality municipal services while focusing on the customer and engaging our community."

2. The property owner, Samuel L. Maddox, was present at the October 17, 2013 meeting to provide background information on the proposal and answer questions from the Board.
3. The side wall (East wall) of the house, which is covered by vinyl siding, is visible from the public right-of-way and is subject to the Board of Architectural Review approval.
4. The Winchester Historic District Design Guidelines state that "[s]ynthetic sidings are not appropriate in the district. In addition to changing the appearance of a historic building, synthetic sidings may make maintenance more difficult because they may cover up potential moisture problems that can become more serious."
5. Vinyl siding is considered to be a "synthetic siding," which is clearly stated that it is not an appropriate material for residential rehabilitation within the Historic Winchester district according to the design guidelines, Chapter 3, page 15.

For the foregoing reasons, this Board did not grant approval in the form of a Certificate of Appropriateness to the applicant for the use of vinyl siding on the structure. The applicant is required to remove the vinyl siding and use a wood material similar to what is installed underneath the vinyl siding.

Date: January 2, 2014

Signature: _____

Thomas Rockwood, Chairman of Board of Architectural Review



NOTICE OF PUBLIC HEARING

TO THE CITIZENS OF WINCHESTER:

Notice is hereby given that the Common Council of the City of Winchester will conduct a public hearing at the Tuesday, January 14, 2014, Regular Meeting beginning at 7:00 p.m. in the Council Chambers, Rouss City Hall, to provide an opportunity for citizen input on the following:

O-2013-41: Second Reading – AN ORDINANCE TO AMEND AND REENACT ARTICLES 3, 4, 5, 5.1, 6, 7, 8, 9, 13, AND 18 OF THE WINCHESTER ZONING ORDINANCE PERTAINING TO HOME OCCUPATIONS PERMITTED IN ACCESSORY STRUCTURES WITH A CONDITIONAL USE PERMIT TA-13-493 (*Proposal to allow home occupations in accessory structures with a conditional use permit*)

CU-13-593: Conditional Use Permit – Request of Michael Bortz on behalf of T-Mobile Northeast, LLC, to upgrade existing telecommunications facilities with replacement antennas at 799 Fairmont Avenue (*Map Number 153-01-2*) zoned Limited Industrial (M-1) District

Public Hearing: An appeal of the decision by the Board of Architectural Review (BAR-13-524) requiring the removal of vinyl siding and replacement with wood siding for the property located at 16 West Monmouth Street zoned Residential Business (RB-1) District with Historic Winchester (HW) District overlay.

Copies of these documents are available and may be examined in the City Clerk's Office, Third Floor, Rouss City Hall, between the hours of 8:30 a.m. and 5:00 p.m.

If the Council Meeting is cancelled, the Public Hearing scheduled above may be moved to the same place and time on February 4, 2014 without further public notice.

Karl J. Van Diest, CMC
Deputy Clerk of the Common Council



**NOTICE OF
PUBLIC HEARING**

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**Kari J. Van Diest, CMC
Deputy Clerk of the Common Council**



THE COMMON COUNCIL

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

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If the Council Meeting is cancelled, the Public Hearing scheduled above may be moved to the same place and time on February 4, 2014 without further public notice.

Kari J. Van Diest, CMC
Deputy Clerk of the Common Council

MEMORANDUM

TO: WINCHESTER STAR/Tanya Cagle/Fax # 667-0012

FROM: Kari J. Van Diest, Deputy Clerk of Council
City of Winchester (667-1815 ext. 1502)

DATE: December 20, 2013

RE: City Council Public Hearings

Please advertise twice, once on Monday, December 30, 2013, and again on Monday, January 6, 2014. Double-column format; 8-point type. Thanks, Kari!

**WINCHESTER COMMON COUNCIL
JANUARY 14, 2014
AGENDA
7:00 P.M.**

CALL TO ORDER AND ROLL CALL

MOMENT OF SILENCE

PLEDGE OF ALLEGIANCE

APPROVAL OF MINUTES – December 10, 2013 Regular Meeting

REPORT OF THE MAYOR

REPORT OF THE CITY MANAGER

REPORT OF THE CITY ATTORNEY

1.0 PUBLIC HEARINGS

- 1.1 O-2013-41: Second Reading – AN ORDINANCE TO AMEND AND REENACT ARTICLES 3, 4, 5, 5.1, 6, 7, 8, 9, 13, AND 18 OF THE WINCHESTER ZONING ORDINANCE PERTAINING TO HOME OCCUPATIONS PERMITTED IN ACCESSORY STRUCTURES WITH A CONDITIONAL USE PERMIT TA-13-493 (Proposal to allow home occupations in accessory structures with a conditional use permit)(REQUIRES ROLL-CALL VOTE)(pages 3-11)**
- 1.2 CU-13-593: Conditional Use Permit – Request of Michael Bortz on behalf of T-Mobile Northeast, LLC, to upgrade existing telecommunications facilities with replacement antennas at 799 Fairmont Avenue (Map Number 153-01-2) zoned Limited Industrial (M-1) District (REQUIRES ROLL-CALL VOTE)(pages 12-25)**
- 1.3 Public Hearing: An appeal of the decision by the Board of Architectural Review (BAR-13-524) requiring the removal of vinyl siding and replacement with wood siding for the property located at 16 West Monmouth Street zoned Residential Business (RB-1) District with Historic Winchester (HW) District overlay. (pages 26-63)**

2.0 PUBLIC COMMENTS

3.0 CONSENT AGENDA

- 3.1 O-2014-02: First Reading – AN ORDINANCE TO ADOPT SECTION 14-15 OF THE WINCHESTER CITY CODE PERTAINING TO USE OF PHOTO-MONITORING SYSTEMS TO ENFORCE LAW AGAINST PASSING STOPPED SCHOOL BUSES (Allows the use of video monitoring systems on school buses for the purpose is issuing citations to motorists)(pages 64-69)**

CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

CITY COUNCIL/COMMITTEE MEETING OF: 04/08/2014 CUT OFF DATE: 03/13/2014

RESOLUTION ORDINANCE X PUBLIC HEARING X

ITEM TITLE: AN ORDINANCE TO AMEND AND RE-ADOPT SECTIONS 25-17 AND 18-1 OF THE WINCHESTER CITY CODE TO ELIMINATE FORMALLY APPOINTED COUNCIL LIAISONS FROM THESE AND OTHER COUNCIL APPOINTED BOARDS AND COMMISSIONS.

STAFF RECOMMENDATION: This has been prepared by the City Attorney at the request of Common Council.

PUBLIC NOTICE AND HEARING: Required

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. 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>aw</i>	_____	<i>3/12/2014</i>
6. City Manager	<i>[Signature]</i>	_____	<i>3-13-14</i>
7. Clerk of Council	<i>[Signature]</i>	_____	<i>3-13-14</i>
Initiating Department Director's Signature: _____	[REQUESTED BY COUNCIL]	<i>aw</i>	<i>3/12/2014</i>
			Date



APPROVED AS TO FORM:

[Signature] *3/12/2014*
CITY ATTORNEY

CITY COUNCIL ACTION MEMO

To: Honorable Members of Common Council

From: Anthony C. Williams, City Attorney

Date: March 12, 2014

RE: AN ORDINANCE TO AMEND AND RE-ADOPT SECTIONS 25-17 AND 18-1 OF THE WINCHESTER CITY CODE TO ELIMINATE FORMALLY APPOINTED COUNCIL LIAISONS FROM THESE AND OTHER COUNCIL APPOINTED BOARDS AND COMMISSIONS.

THE ISSUE: Elimination of Council Liaison positions on Council Appointed Boards and Commissions in order to foster the relationship between the Staff Liaison and their respective Boards and Commissions and allow Staff Liaisons to take a more active role with Council by providing the updates and reports to Council on the activities of these various entities.

RELATIONSHIP TO STRATEGIC PLAN: Goal 2— Develop High Performing Organization

BACKGROUND: The City currently has more than thirty-five (35) Council-appointed Boards and Commissions serving the City of Winchester. Over the years, Common Council and/or the President of Common Council have appointed individual members of the governing body to serve as “Council Liaisons” to certain Council-appointed Boards and Commissions to update Council and report on the activities of these various entities. Most, if not all of these Boards and Commissions also have an individually assigned “Staff Liaison” who is an employee of the City who has been assigned by the City Manager to work with these various entities. In making efforts to pursue Council’s goal of developing a high performing Organization, Council has expressed a wish to consider the elimination of Council Liaison positions in order to foster the relationship between the Staff Liaison and their respective Boards and Commissions and allow Staff Liaisons to take a more active role with Council by providing the updates and reports to Council on the activities of these various entities. Effectuating this effort will require amendment of certain provisions of the Winchester City Code as provided for in this Agenda Package.

BUDGET IMPACT: No additional fiscal impact.

OPTIONS: Adopt, reject, or modify Ordinance.

RECOMMENDATIONS: Ordinance has been prepared at request of Common Council.

AN ORDINANCE TO AMEND AND RE-ADOPT SECTIONS 25-17 AND 18-1 OF THE WINCHESTER CITY CODE TO ELIMINATE FORMALLY APPOINTED COUNCIL LIAISONS FROM THESE AND OTHER COUNCIL APPOINTED BOARDS AND COMMISSIONS

WHEREAS, the City currently has more than thirty-five (35) Council-appointed Boards and Commissions serving the City of Winchester, and

WHEREAS, Common Council and/or the President of Common Council have previously appointed individual members of the governing body to serve as “Council Liaisons” to certain Council-appointed Boards and Commissions to update Council and report on the activities of these various entities; and

WHEREAS, most, if not all of these Boards and Commissions also have an individually assigned “Staff Liaison” who is an employee of the City who has been assigned by the City Manager to work with these various entities; and

WHEREAS, it is the wish of Common Council to foster the relationship between the Staff Liaison and their respective Boards and Commissions and allow Staff Liaisons to provide the updates and reports to Council on the activities of these various entities; and

WHEREAS, effectuating this effort will require amendment of certain provisions of the Winchester City Code.

NOW therefore be it ORDAINED that the “Council Liaisons” are hereby removed and eliminated from the following Boards and Commissions and that the City Manager is hereby directed to appoint “Staff Liaisons” for each of the following Boards and Commissions or ensure that such positions have been appointed in accordance with the law, and that such reporting requirements as may be required by Council shall be fulfilled at its discretion for these respective Boards and Commissions by the appointed Staff Liaisons following the adoption of this Ordinance:

- COMMUNITY CRIMINAL JUSTICE BOARD
- COMMUNITY DEVELOPMENT COMMITTEE
- FREDERICK WINCHESTER SERVICE AUTHORITY
- OLD DOMINION ASAP BOARD
- WINCHESTER PARKING AUTHORITY
- LOCAL EMERGENCY PLANNING COMMITTEE
- OLD TOWN DEVELOPMENT BOARD
- OPERATION CLEAN
- PARKS AND RECREATION BOARD
- WINCHESTER TRANSPORTATION SAFETY COMMITTEE

BE IT FURTHER ORDAINED that the following provisions are hereby amended and re-adopted as follows:

SECTION 25-17. COMPOSITION; APPOINTMENT; TERM.

The Old Town Development Board shall consist of eleven (11) members as follows: Six (6) members shall own property or operate a business within the area subject to local assessment of local improvement under this chapter (3 year term). Three (3) members shall be at-large (3 year term) and shall be residents of the City. One (1) member shall own property or operate a business within the area subject to local assessment of local improvement under this chapter and/or represent a business within the City (3 year term).

One (1) member recommended by the President of Shenandoah University who shall serve in such capacity during the term of holding such office, without re-appointment.

~~*Additionally, the President of Common Council shall annually appoint a Council Member to serve as a liaison to the Old Town Development Board. The liaison shall not be considered a voting member of the Old Town Development Board, but shall be included in any open or closed meeting of the Board and shall be permitted to participate in any discussion in order to foster an ongoing harmonious relationship between the Old Town Development Board and Common Council.*~~

The Downtown Manager, who shall fully report to the City Manager, shall serve as the primary staff liaison to the Old Town Development Board.

SECTION 18-1. PARKS AND RECREATION ADVISORY BOARD.

There is hereby created a Parks and Recreation Advisory Board for the City. This Board shall be composed of:

~~*1. Nine (9) members of the Board shall be appointed by the Common Council for terms of three (3) years each. The members of the Board appointed under the prior City Code chapter shall complete their terms as initial terms. Thereafter, all appointments shall be for terms of three years with no more than two consecutive terms. Past Parks & Recreation Board members who have fulfilled their two consecutive term limit may be considered by the Common Council or a new appointment no sooner than three (3) years after their last expired term.*~~

~~*2. One (1) non-voting Council liaison shall be appointed by the President of the Common Council.*~~

This ORDINANCE shall be effective upon adoption and shall supersede and replace previously adopted Resolutions and Ordinances relating to the appointment of "Council Liaisons" for the Boards and Commissions specifically identified in this Ordinance.

CITY OF WINCHESTER, VIRGINIA

CITY COUNCIL AGENDA ITEM

CITY COUNCIL/COMMITTEE MEETING OF: March 18, 2014 CUT OFF DATE: 03/13/2014

RESOLUTION X 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		_____	3/13/2014
6. City Manager		_____	3-13-2014
7. Clerk of Council		_____	3-13-2014
Initiating Department Director's Signature: 			03/13/2014 Date



APPROVED AS TO FORM: *


CITY ATTORNEY

3/13/2014

* RESOLUTION, Cont. & LOUVA SHEET ONLY RECEIVED AND REVIEWED

CITY COUNCIL ACTION MEMO

To: Honorable Mayor and Members of City Council
From: Dale Iman, City Manager
Date: March 18, 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 Sumek 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.

At City Council's March 11 meeting, the City Council referred this item back to a work session for a fuller discussion.

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



Rouss City Hall
15 North Cameron Street
Winchester, VA 22601
540-667-1815
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



Lyle Sumek Associates, Inc.
9 Flagship Court
Palm Coast, FL 32137-3373

Phone: (386) 246-6250
Fax: (386) 246-6252
E-mail: sumekassoc@gmail.com

Table of Contents

Section 1	Leadership and Strategic Planning Workshop: Agenda	1
Section 2	Strategic Planning for the City of Winchester	4
Section 3	Looking to Winchester's Future	6
Section 4	City of Winchester Plan 2014 – 2019	89
Section 5	City of Winchester Action Agenda 2014 – 2015	112
Section 6	Governance Refinements	154

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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

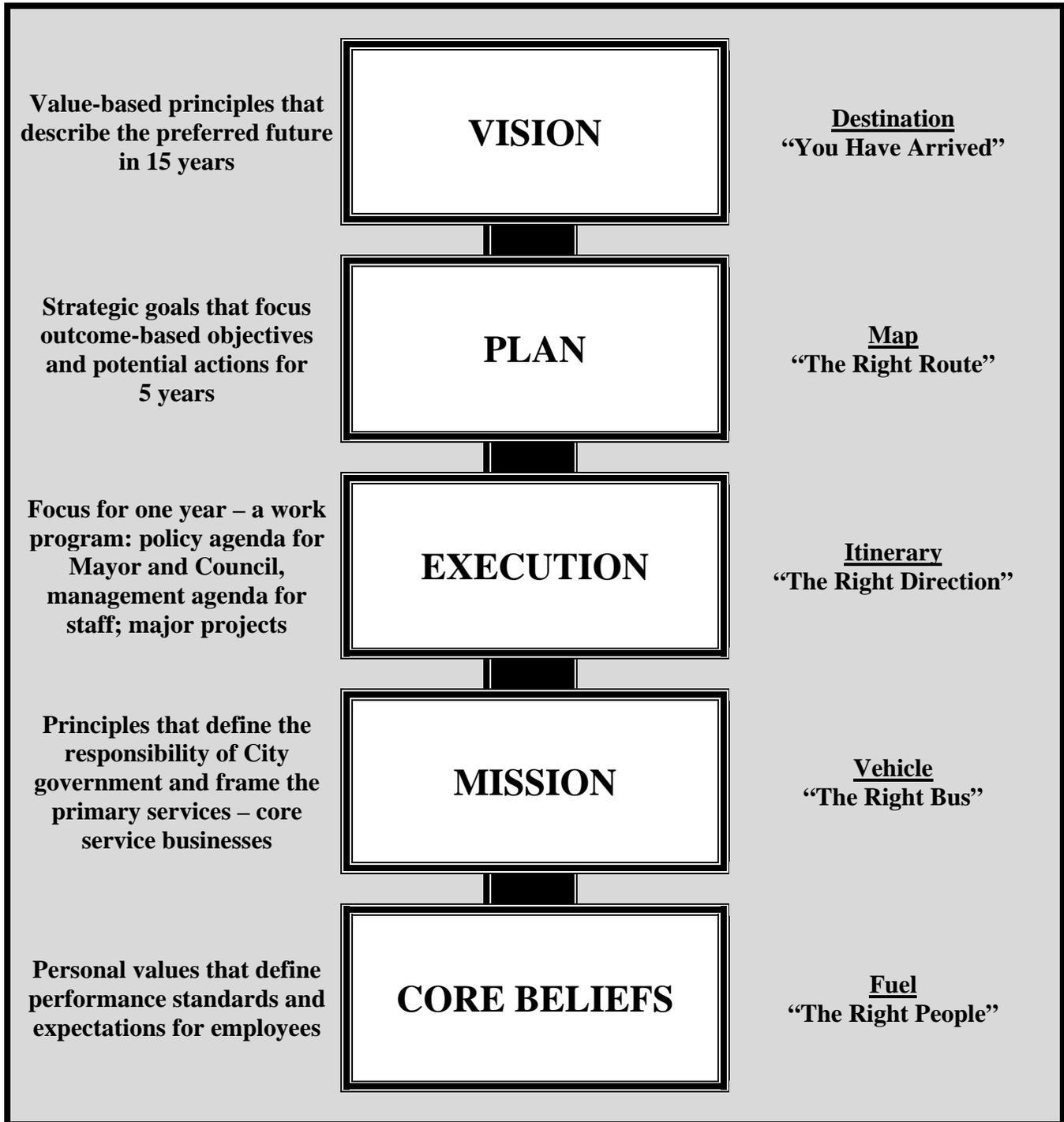
12:00 pm LUNCH

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 City 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 of 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 Rezonings

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 Street - Battaile Drive 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	
E. Valley		
B. Fairmont Avenue		
F. Berryville		
C. National Avenue		
G. Amhearst		
D. Cedar Creek Grade		
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 <ul style="list-style-type: none"> • Market Analysis • Attraction Strategy • Pocket Park: Direction and Funding 	M/CC 2013	6
6.	Parks and Recreation Needs Assessment <ul style="list-style-type: none"> • Concept • Funding • Completion 	Mgmt	5
7.	Beer/Wine at War Memorial Building/Amphitheater <ul style="list-style-type: none"> • Evaluation • Policy Direction • Community Information and Education 	Mgmt	5
8.	Development Standards: Development (Street Lights, Street Width, etc.) <ul style="list-style-type: none"> • Concepts • Standards Development • Policy Direction 	Mgmt	5
9.	Traffic Enforcement Evaluation (Speeding, Stop Signs, Speed Limits) <ul style="list-style-type: none"> • Analysis • Direction • Actions 	M/CC	3
10.	Treatment Center, Information from Centers <ul style="list-style-type: none"> • Problem Analysis/Community Impacts (Positive/Negative) • Direction • City Actions • Report from Heroin Task Force 	M/CC	3
11.	Comprehensive Zoning Ordinance: Revision	Mgmt 2013	2
12.	Rental Housing Registration and Inspection Program: Enhancements <ul style="list-style-type: none"> • Evaluation • Report: Problem Areas, Condition, Un-Registration, Overcrowding • Policy Recommendations 	M/CC Horizon	2
13.	Non Resident Property Owners <ul style="list-style-type: none"> • Problem Analysis • Policy Direction • Actions 	M/CC	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
	<ul style="list-style-type: none"> • 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
	<ul style="list-style-type: none"> 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.	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	Horizon	9
• Inventory		
• Condition Assessment		
• Plan Development		
2. Succession Planning: Development	M/CC 2013	8
• Assessment		
• Program Recommendations		
• Direction and Funding		
3. Incentives for City/School Employees		7
• Options: Car Registration, Homeownership Incentives		
• Report		
• Policy Direction and Funding		

► 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	M/CC Horizon	2	2
• Informal Social Sessions with County Officials			
15. Customer Service Audit (Permitting, Inspection (Fire/Building) and Service Requests)	M/CC	2	2
• Concept			
• Process, Policy			
16. Training Program Development	M/CC Mgmt	2	2
• Module: Customer Service			
• Training that is in System			
• Direction			
• Funding			
17. Public Services Facility/Municipal Service Center: Direction	2013	1	1
• Concept and Costs			
• Plan			
• Funding			
(Including Parks Maintenance)			
18. Air Force ROTC Program in High School	M/CC Horizon	1	1
• Direction			
• City Role			
• Short Term Funding			
19. Comprehensive Salary and Benefit Study	Mgmt Horizon	0	0
• Market Analysis			
• Recommendations			
• Policy Direction and Funding			
20. Human Resource: Policy and Procedures	Mgmt	0	0
• Review			
• Prepare Draft			
• Policy Direction and Adoption			
• Update: Process			

► 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
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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

► 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 Street - Battaile Drive		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 STREET - BATAILE DRIVE DEVELOPMENT		PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Council Decision: To Build Monticello Street - Bataile Drive	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: Bellview 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>				
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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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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
Responsibility: Planning/Public Services		

ACTION: NORTH END REDEVELOPMENT STRATEGY AND ACTION PLAN		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Define Boundaries	7/14
	2. Evaluate Residential/Commercial Development/Redevelopment	9/14
	3. Identify Additional Tools	10/14
	4. Identify Specific Sites	10/14
	5. Engage Community – Key Stakeholders, Community Organization	11/14
	6. Develop Report with Recommendations	1/15
	7. Council Decision: Direction, Actions, Funding (if needed)	5/15
	8. Obtain Information from Parks and Recreation on Future Pocket Park(s)	9/14
	9. Council Decision: Pocket Parks	5/15
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>
	1. Council Presentation: Report and Public Education	4/14
	2. Council Decision: Storm Water Utility	6/14
	3. Public Education Campaign	3/14 – 6/14
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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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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	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 	<p>2/14 6/14 12/14</p>
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 	<p>2/14 3/14 6/14</p>
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 	<p>3/14 3/14 6/14</p>
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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<p>ACTION: HISTORIC OLD TOWN GATEWAY ENHANCEMENTS</p> <p><i>Key Issues</i></p>	<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> <p><i>Time</i></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 5%;">A.</td> <td style="width: 75%;">National Avenue – East Lane</td> <td style="width: 20%;"></td> </tr> <tr> <td style="padding-left: 20px;">1.</td> <td>Complete Property Acquisition</td> <td style="text-align: right;">4/14</td> </tr> <tr> <td style="padding-left: 20px;">2.</td> <td>Council Decision: Roundabout or Straight Road</td> <td style="text-align: right;">4/14</td> </tr> <tr> <td style="padding-left: 20px;">3.</td> <td>Construction</td> <td style="text-align: right;">12/14</td> </tr> <tr> <td>B.</td> <td>Southside Cork Street</td> <td></td> </tr> <tr> <td style="padding-left: 20px;">1.</td> <td>Council Presentation</td> <td style="text-align: right;">1/14</td> </tr> </table>	PRIORITY	<i>Policy – High</i>	A.	National Avenue – East Lane		1.	Complete Property Acquisition	4/14	2.	Council Decision: Roundabout or Straight Road	4/14	3.	Construction	12/14	B.	Southside Cork Street		1.	Council Presentation	1/14
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<p>ACTION: COMPREHENSIVE PARKING STRATEGY (RESIDENTIAL, CREDIT CARD, SELF SUFFICIENCY)</p> <p><i>Key Issues</i></p>	<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 – Mod</i></td> </tr> </table> <p><i>Time</i></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 5%;"></td> <td style="width: 75%;">1. Prepare Report</td> <td style="width: 20%; text-align: right;">12/14</td> </tr> <tr> <td></td> <td>2. Council Presentation</td> <td style="text-align: right;">1/15</td> </tr> <tr> <td></td> <td>3. Council Decision: Direction</td> <td style="text-align: right;">2/15</td> </tr> </table>	PRIORITY	<i>Policy – Mod</i>		1. Prepare Report	12/14		2. Council Presentation	1/15		3. Council Decision: Direction	2/15
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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):		PRIORITY
CONSTRUCTION		<i>Mgmt</i>
<i>Key Issues</i>	<i>Activities/Milestones</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 Street – Battaile Drive 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.

4.

5.

6.

7.

8.

9.

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 |
|---|--|

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 |
|--|---|

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 <i>(Continued)</i>
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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

2014 Fire and Rescue Department Statistics

Month	Incidents											Casualties		Training Hours		Resuscitation Efforts	
	EMS	Fire	Total	Struc. Fire	Fire Other	ALS 1	ALS 2	BLS	Pt. Ref.	Mutual Aid Given	Mutual Aid Recvd.	Fire	Civ.	Dept. Personnel	LFCC Ride-Along Students	Cardiac Arrest	Cardiac Arrest Saved
January	420	151	571	4	147	184	7	166	26	49	16	0	0	780	0	6	1
February	298	90	388	3	87	156	4	103	14	22	9	0	0	1034	0	3	2
March			0		0												
April			0		0												
May			0		0												
June			0		0												
July			0		0												
August			0		0												
September			0		0												
October			0		0												
November			0		0												
December			0		0												
TOTAL	718	241	959	7	234	340	11	269	40	71	25	0	0	1814	0	9	3

33.33%
26.3% National Average

10 Years of Incidents											
2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
4932	5288	5711	5673	5571	5365	5407	5539	5541	5756	5605	

Other Monthly Activity:



Recruit Live Fire Training



Hazmat Incident

FY 2014 EMS Revenue Recovery Statistics

	Total billed	Payment Adj.	Net Collectable	Total paid by insurance	Patient Payment	Refunds	Total Deposit	Total Revenue	Increase from FY2013	Percent Increase From FY2013
JULY	\$163,055.00	\$29,077.91	\$133,977.09	\$78,111.51	\$7,413.38	\$0.00	\$85,524.89	\$85,524.89	\$11,689.82	16%
AUGUST	\$154,506.00	\$32,272.97	\$122,233.03	\$73,528.51	\$6,674.02	\$786.97	\$79,415.56	\$164,940.45	\$5,398.05	3%
SEPTEMBER	\$168,585.00	\$36,138.00	\$132,447.00	\$62,215.42	\$4,021.25	\$0.00	\$66,236.67	\$231,177.12	\$1,046.95	0%
OCTOBER	\$154,657.00	\$31,826.91	\$122,830.09	\$97,671.85	\$5,189.38	\$0.00	\$102,861.23	\$334,038.35	\$16,666.69	5%
NOVEMBER	\$145,168.00	\$25,784.70	\$119,383.30	\$80,177.99	\$1,259.84	\$1,066.84	\$80,370.99	\$414,409.34	\$20,198.58	5%
DECEMBER	\$184,997.00	\$29,243.81	\$155,753.19	\$91,187.58	\$6,753.98	\$0.00	\$97,941.56	\$512,350.90	\$50,636.58	11%
JANUARY	\$184,731.00	\$2,791.70	\$181,939.30	\$98,396.35	\$6,093.49	\$0.00	\$104,489.84	\$616,840.74	\$57,542.23	10%
FEBRUARY	\$133,845.50	\$4,042.93	\$129,802.57	\$71,966.30	\$8,089.63	\$50.00	\$80,005.93	\$696,846.67	\$46,602.82	7%
MARCH										
APRIL										
MAY										
JUNE										
TOTALS	\$1,289,544.50	\$191,178.93	\$1,098,365.57	\$653,255.51	\$45,494.97	\$1,903.81	\$696,846.67			



2014 Fire Marshal Division Statistics

Month	City Fire Property Dollar Loss/Save			Plan Review		Inspections/Investigations								Public Education			
	Loss	Value	Saved	#	Revenue	Fire Insp.	Follow-up	Sprinkler	Alarm	Supres.	Site	Other Insp.	Investig.	Smoke Alarms Installs	Car Seat Installs	Pub Ed Children	Pub Ed Adult
January	\$21,750.00	\$294,500.00	\$272,750.00	7	\$1,249.50	9	8	1	0	3	0	17	1	1	9	32	16
February	\$37,400.00	\$301,500.00	\$264,100.00	7	\$278.48	0	1	1	0	0	0	7	1	1	8	13	60
March			\$0.00														
April			\$0.00														
May			\$0.00														
June			\$0.00														
July			\$0.00														
August			\$0.00														
September			\$0.00														
October			\$0.00														
November			\$0.00														
December			\$0.00														
TOTAL	\$59,150.00	\$596,000.00	\$536,850.00	14	\$1,527.98	9	9	2	0	3	0	24	2	2	17	45	76



2014 Station/Apparatus Statistics

	Station Logbook Runs			
Month	1	2	4	5
January	155	126	180	275
February	143	79	136	178
March				
April				
May				
June				
July				
August				
September				
October				
November				
December				
TOTAL	298	205	316	453



A Virginia Accredited Law Enforcement Agency

Timbrook Public Safety Center
231 East Piccadilly Street
Winchester, VA 22601

Telephone: (540) 545-4700
FAX: (540) 542-1314
Website: www.winchesterva.gov

**WINCHESTER POLICE DEPARTMENT
MONTHLY COUNCIL REPORT
February 2014**

5 YEAR TREND FOR MAJOR CRIMES- February

	2010	2011	2012	2013	2014
THEFT	53	57	46	42	54
GRAND THEFT	8	11	9	14	10
MVT	1	1	5	2	0
ROBBERY	3	0	0	1	1
RAPE	1	0	2	0	0
B&E	10	8	9	3	9

5 YEAR TREND ENFORCEMENT -Enforcement for February - 5 year trend

	2010	2011	2012	2013	2014
Felony Arrests	28	16	26	12	52
Misdemeanor Arrests	59	132	122	163	175
Legal Document - Felony	27	33	19	40	17
Legal Document - Misdemeanor	105	131	103	158	64
DUI Arrests	15	26	22	25	11
Incident Reports	221	284	257	252	273
Field Contacts Documented	10	19	58	17	13
Speeding - Radar	45	218	128	75	84
Traffic Violations	146	397	274	191	236
Warnings					68
Vehicle Crash Investigations	57	56	56	32	20
Parking Violations	124	287	175	91	87

Up-to-date statistics can be found at www.winchesterpolice.org/crimestats/index1.html and up-to-date crime maps are available at www.winchesterpolice.org/crimemap/index1.html.