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# ANNUAL REPORT



## City Manager Eden Freeman

2018 was a great year for the City of Winchester. We increased our communications efforts and launched new programs to be even more open and transparent with City information. We started several major projects and began planning for a long list of infrastructure improvement projects in 2019. I enjoyed my first annual Town Hall meeting and look forward to scheduling the next meeting in 2019. There are many more achievements detailed in the following pages and I encourage you to review this annual report to learn more about your local government.

Unfortunately, we had to say goodbye to a great Police Officer and friend, Hunter Edwards (#35) in the fall of 2018. His caring nature and happy personality will forever be in the hearts of those who knew him. We will never forget.

We look forward to another successful year of serving this great city and I hope you will take the time to get involved. By working together, we can do more to move Winchester forward.



**Front Row:** Vice President Evan Clark (W2), Mayor/Council President David Smith (at large), Vice Mayor John Hill (W2)

**Back Row:** Councilor Corey Sullivan (W3), Councilor Kim Herbstritt (W3), Councilor John Willingham (W4), Councilor Les Veach (W1), Councilor Bill Wiley (W1), Councilor Judy McKiernan (W4)

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## Mayor, Council, and City Manager

### HIGHLIGHTS

**Launched** the Mayor's Fitness Challenge that encouraged residents to get up and move with Mayor David Smith. Hosted kickball games and a Walk with the Mayor program. Promoted healthy eating and weight loss initiatives.

**Hosted** first City Manager's Town Hall at Rouss City Hall, during which residents were encouraged to submit and ask questions about the City government.

**Hosted** Community Meetings with Vice Mayor John Hill where attendees could learn and ask questions about City infrastructure and capital projects.

**Approved** conversion to semi-annual personal property billing process.

**Launched** the Municode program for Winchester - a new user-friendly online program that allows users to easily search City Code.



# STRATEGIC PLAN

## GOAL 1



### ENCOURAGE

Encourage sustainable economic growth and partnerships through business and workforce development

#### GOAL 1 OBJECTIVES

- A. Increase effectiveness of workforce development efforts by building on existing collaborative partnerships between the City and local organizations
- B. Increase effectiveness of business retention, attraction, and expansion efforts
- C. Support local businesses through destination branding and marketing to visitors

## GOAL 2



### PROMOTE

Promote and accelerate revitalization of catalyst sites and other areas throughout the city

#### GOAL 2 OBJECTIVES

- A. Continue promoting redevelopment or development of previously identified catalyst sites
- B. Identify additional targeted areas and promote redevelopment or development of areas not previously identified as catalyst sites

## GOAL 3



### ENHANCE

Enhance the quality of life for all Winchester residents by increasing cultural, recreational, and tourism opportunities; enhance and maintain infrastructure; and promote & improve public safety

#### GOAL 3 OBJECTIVES

- A. Increase cultural, recreational, and tourism related opportunities in Winchester
- B. Develop and maintain Winchester's infrastructure
- C. Promote and improve community safety

## GOAL 4



### IMPROVE

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

#### GOAL 4 OBJECTIVES

- A. Implement cost-saving innovative internal strategies to improve efficiency
- B. Increase government transparency and communication capabilities
- C. Enhance service delivery to residents, economic partners and visitors

Mission: To provide a safe, vibrant, sustainable community while striving to constantly improve the quality of life for our citizens and economic partners.

Vision: To be a beautiful, vibrant city with a historic downtown, growing economy, and great neighborhoods with a range of housing options and easy movement



# Economic Redevelopment

## HIGHLIGHTS

**Continental AG Expansion:** Continental AG received \$300,000 from the Governor's Development Opportunity Fund for their recent expansion. The company will add a new product line to their operations, invest over \$10,000,000 in the project and create over 60 new jobs.

**Glaize & Brother Juice Company LLC:** Glaize & Brother Juice Company LLC was awarded \$17,500 in funds from the Governor's Agriculture & Forest Industries Development Fund (AFID Grant) for their business expansion. The company invested over \$1,000,000 in capital expenditures for the project and will create 5 new jobs.

**Enterprise Zone Boundary Amendment:** 18 Winchester properties were added to the Enterprise Zone Boundaries.

**Economic Development Website:** Completed total redesign of the Economic Development website, [www.developwinchesterva.com](http://www.developwinchesterva.com). The site features an Economic Dashboard, available commercial properties, and incentive information.

**Employer Expo:** 47 businesses and 250 members of the public participated in the Employer Expo at Jim Barnett Park. The hiring event was a first of its kind offering mock interviews, resume building, and business etiquette workshops to all who attended.

**Manufacturing Week:** During the week of October 1st-5th events were held to bring awareness to the careers and opportunities found in local manufacturing companies. Businesses opened their doors to the public and to students, and finished the week with an awards luncheon.

## PROJECTS

**Sale of 212 E. Cork Street:** The Economic Development Authority (EDA) purchased and sold this property to a local restaurateur.

**Piccadilly & Kent Street Mixed-Use Project:** The EDA engaged in a Memorandum of Understanding with a private developer to develop 202-214 E. Piccadilly Street and 204-206 N. Kent Street into a mixed-use project with residential and commercial units.

## ECONOMIC DEVELOPMENT PROGRAMS

*(Incentives awarded in 2018)*

**Revolving Loan Fund:** \$322,000

**Exterior Improvement Grant:** \$51,986

**Micro-Loan Program:** \$10,000

**Professional Job Creation Grant:** \$4,500

## DEVELOPMENT SERVICES

The City's Development Services Division is comprised of Economic Redevelopment, Tourism, Old Town, Planning, and Zoning and Inspections.

City  
Population



27,349

Virginia: 8,310,301

Labor Force  
Participation Rate



62.2%

Virginia: 65.6%

Median Household  
Income



\$46,466

Virginia: \$66,149

Unemployment  
Rate



3.1%

Virginia: 2.9%



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**ECONOMIC DEVELOPMENT WEBSITE**



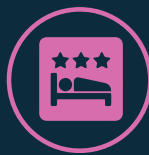
## Visitor Center



**11,087 visitors**

27% local (within 25 miles)  
69% non-local domestic U.S.  
4% international  
\$35,065 gift shop sales

## Lodging



**\$50,910,046\***

66.2% occupancy (+0.6%)  
\$85.00 avg. daily rate (+3.6%)  
\$56.26 revenue/room (+4.3%)

\*Overall revenue, +4.3% over 2017

## Website



**297,823 views**

1.37 minutes (avg. time on page)  
64% viewed on mobile device  
See map at right

## Autoparks



**2,775 parkers**

Total during Shenandoah Apple Blossom Festival

# Tourism

## HIGHLIGHTS

**Completed** the initial draft of the first Tourism Strategic Plan and **launched** a completely redesigned website.

**Conceptualized, created and implemented** the Tourism Ambassador Training Program, with two successful trainings completed and two scheduled annually every year.

**Significantly shifted strategy** in the Gift Shop, resulting in record sales.

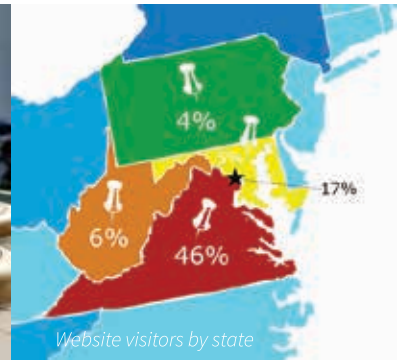
**Expanded** regional partnerships to leverage marketing funds, such as strong growth of the Shenandoah Spirits Trail and the Shenandoah Valley Tourism Partnership; **launched** the Tourism Ambassador program for residents.

**Created** several new local partnerships to brand and market the area, including a collaboration between tourism, Shenandoah University, and Valley Health and a new relationship with the Realtor community.

**Secured** the competitive bid to be the host community for the 2019 Curves to Cores HOG Rally, with an anticipated 2,500-3,000 attendees and a projected \$6 million local economic impact.



HOG Rally Announcement



Website visitors by state

# Winchester Parking Authority

## HIGHLIGHTS

At the request of the Winchester Parking Authority (WPA), **City Council fully adopted** resolution to have WPA operations managed by the City of Winchester.

**Installed** new Loading Zone signs in downtown Winchester.

**Made upgrades** to security cameras at Braddock and Loudoun Autoparks as well as electrical and lighting upgrades at Braddock and Court Square



### Parkmobile App

24,130 transactions in 2018  
Download on the iOS App Store or  
Google Play Store



### Parking Stats

161,286 hourly customers  
1,036 monthly rentals in Autoparks  
3,198 validation coupons

# Old Town

## HIGHLIGHTS

**Added** Summer Midday Market (13 event days) and Holly Jolly Winter Market (one event day) to weekly Farmers Market lineup (21 event days).

**Promoted** Farmers Market as an Artisan Trail Site and experienced revenues that exceeded expenses.

**Received** \$14,500 in grant money with \$10,000 from Virginia Main Street for updated wayfinding signage and \$4,500 from Virginia Commission for the Arts.

**Assisted** 2,159 visitors at the Old Town Winchester Welcome Center.

**Welcomed** 21 new businesses to Old Town (net 3 new businesses, +21/-18).

**Distributed** 20,000 Old Town Winchester guides.

**Began offering** free WiFi on the Loudoun Street Mall and installed new security cameras as part of the same project.

### Meals Tax Revenue



**\$1,104,000**

### Special Assessment Tax Collected



**\$164,000**

### Private Investment in Targeted Properties



**\$1,159,000**

### Ticket Sales



**\$30,244**

27,000 attendees

### Event Days in Old Town



**55**

30 City-organized

### Event Parking Revenue



**\$16,684**

during City events



In 2018, the City collected **\$45,249 more** in meals tax revenue and customers spent **\$754,000 more** at Old Town restaurants than in 2017.

## WEB ENGAGEMENT



Instagram followers  
**2,201**



Twitter followers  
**3,754**



Facebook followers  
**19,905**



### Old Town Winchester Mobile App

7,497 lifetime downloads  
10,277 user sessions in 2018

### Website

[www.EnjoyOTW.com](http://www.EnjoyOTW.com)

115,416 unique visitors





# Zoning & Inspections

## HIGHLIGHTS

**Completed** comprehensive review and update of Rental Housing Districts Ordinance.

- Additional neighborhoods included in adopted rental districts
- Increased fees for properties requiring multiple re-inspections

**Realized** a 135% increase in total valuation of commercial and non-residential permits. Primary drivers include:

- Winchester Medical Center building addition and garage expansion
- Shenandoah University renovation/addition to Health Prof. Building
- Winchester Station tenant reconfiguration (Kirkland's and Petco)
- O'Sullivan Films (Continental) expansion and renovation

**Issued** Certificates of Occupancy for the planned unit development The Lofts at Jubal Square (140 units).

**Implemented** new fencing and short-term rental requirements.

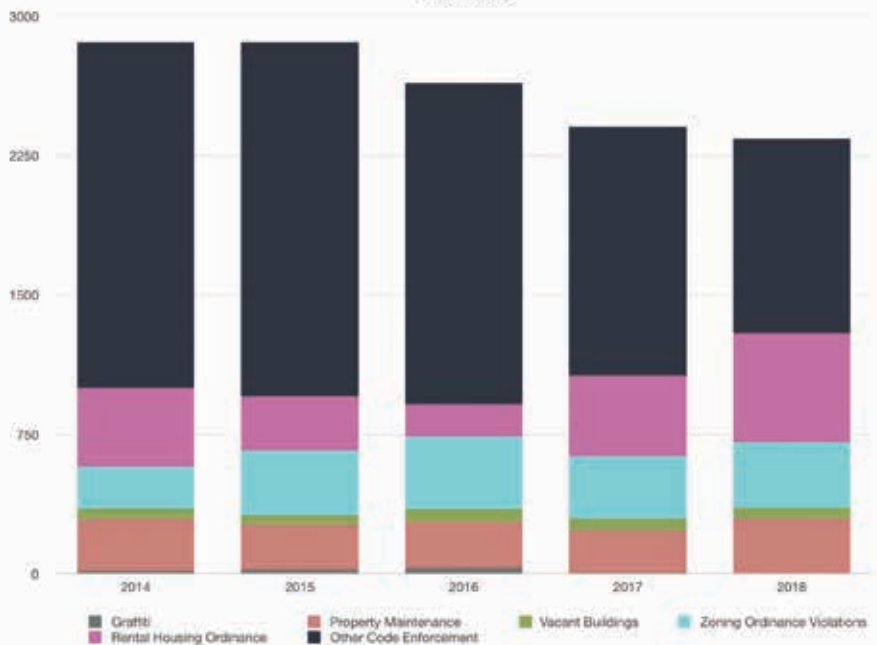
Building Permit Valuations

	2014	2015	2016	2017	2018
Commercial/Non-residential	\$26,505,923.00	\$63,540,191.00	\$29,318,655.00	\$29,028,283.00	\$68,226,982.00
Residential	\$7,370,351.00	\$16,901,467.00	\$17,518,922.00	\$28,824,110.00	\$11,400,693.00

5 Year Stats

DESCRIPTION	2014	2015	2016	2017	2018
Graffiti	15	23	34	9	3
Property Maintenance	281	243	245	223	294
Vacant Buildings	54	48	70	65	58
Zoning Ordinance Violations	227	350	390	337	352
Rental Housing Ordinance	425	293	174	434	588
Other Code Enforcement	1859	1905	1727	1337	1045

5 Year Stats





# Planning

## NOTABLE PROJECTS



**Winchester Medical Center** built an addition to the Medical Office Building, totaling 42,000 square feet. The project was approved administratively.



**The Museum of the Shenandoah Valley** received approval to construct a new entrance on Amherst Street. The new entry covers a length of approximately one quarter mile. New walking trails will be constructed throughout the property and interconnect with the Green Circle Trail to provide a new public amenity. Public Transportation Enhancement Funds were paired with private funding to develop the trail network on private property.



**Pizzoco** opened at 501 North Loudoun Street, the former site of a gas station. The business needed a Conditional Use Permit (issued 2017), site plan, and approval from the Board of Architectural Review (2018) to be fully approved for conversion into a restaurant.

Building Inspections  
Performed



4,293

2017: 3,690  
2016: 3,977

Total Development Applications\*



108

Total approvals: 96  
Total denials: 0  
Total withdrawn: 4

Corridor Enhancement Certificates



57 approvals

Total applications: 59  
Total denials: 0  
Total withdrawn: 1

Certificates of Appropriateness  
for Historic Districts



157 applications

Board of Architectural Review approvals : 83  
Administrative approvals: 63  
Total denials: 6

\*Includes site plans, conditional uses, rezonings, text amendments, subdivisions, and right-of-way vacations.





# Fire & Rescue

## HIGHLIGHTS

**Held successful** *CPR Where You Are* tour at several local businesses. The tour offered free hands-only CPR training to the public at Mission BBQ, Walmart, Apple Blossom Mall, Buffalo Wild Wings, and Target.

**Redeveloped** the department's printed annual report into an online video with the help of Communications staff. This format received over 2,200 views on Facebook and more than 600 views on YouTube.

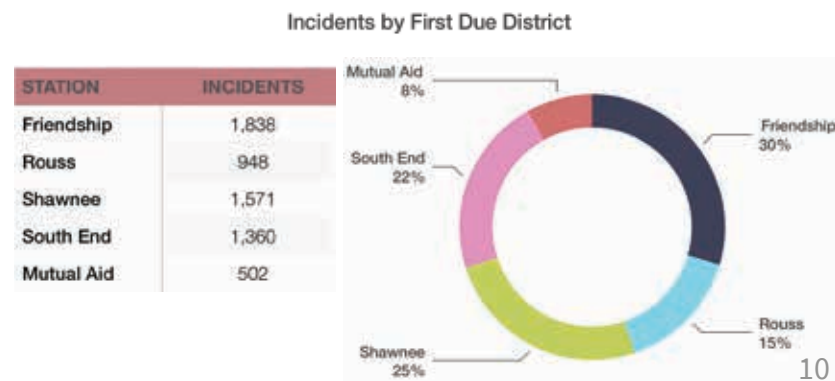
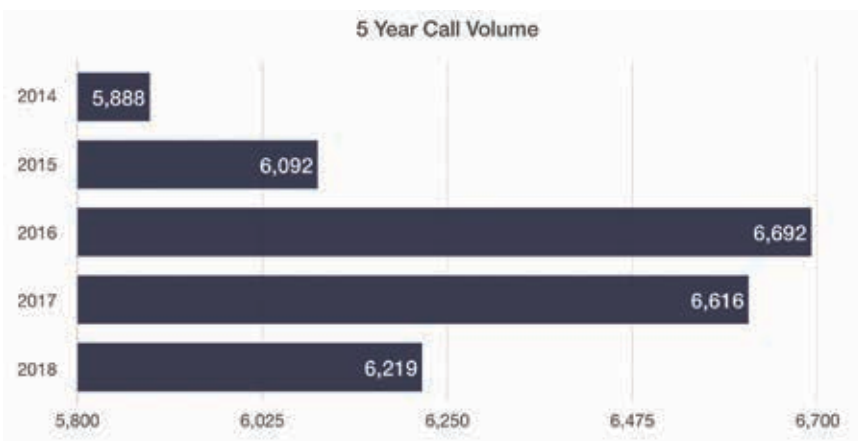
**Launched** a new full-service Paramedic class to train and certify current personnel. A statewide Excellence in EMS award was presented to Deputy Chief J.D. Orndorff, who leads Training, Health and Safety in the department, for his demonstrated commitment to a comprehensive, integrated, system of Emergency Medical Services.

**Achieved** the highest possible American Heart Association Award - Mission Lifeline Gold Plus - which is awarded based on the care local EMS providers give to their heart attack patients.

**Received** \$95,000 Virginia Department of Emergency Management (VDEM) State Homeland Security (SHS) Program Grant for the Hazardous Materials Response Team (HAZMAT) for equipment and training with no City match. Also **received** a \$29,879 VDEM SHS Program Grant to increase the capabilities of the City's existing Small Unmanned Aerial System (drones) with no City match.

**Hired and trained** 18 firefighters - six were moved to operational clearance in 2018.

## STATISTICS



The City's Public Safety Division includes the Winchester Fire and Rescue Department, Winchester Police Department, the Emergency Communications Center, and Emergency Management.

Total Staff Training Hours



27,518.50

Resuscitation Rate



30.77%

National avg. 26.3%

Public Education Audience



4,122

2,869 children,  
1,253 adults

Total Incidents



6,219

EMS: 4,696  
Fire: 1,523



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**POLICE DEPARTMENT OUTREACH**

Active Shooter Preparedness Trainings



17

22 hours of training  
282 community members trained

Mental Health Calls



1,148

3,166 man hours  
18% total department man hours

Social Media Total Followers



32,808

30,939 Facebook page "likes"  
1,869 Twitter account followers

Total Calls for Service



46,045

20,406 calls to 9-1-1

# Police

## HIGHLIGHTS

**Achieved** certificate of re-accreditation from the Virginia Law Enforcement Professional Standards Commission.

**Completed** roll-out of the Body Worn Camera program - all patrol officers are equipped with cameras and trained in proper use.

**Began publishing** department General Orders and daily Arrest Press Log and Call Briefing Blotters online to increase transparency and ease community access to information.

**Participated** in the Lip Sync Challenge on Facebook and garnered over 2.3 million total video views, the most views ever for any one video post on the Department's page.

**Hosted** new community outreach events including *Cookies with a Cop* (in partnership with the Shenandoah Area Agency on Aging), the *Badges & Batter* free community pancake breakfast, and the *North End Summer Kick-off* at Frederick Douglass Park.

**Added** the Junior Academy to the lineup of successful community engagement programs and **continued hosting** the Citizen Police Academy, Teen Citizen Police Academy, and Kids & Cops Camp. **Expanded** the age range of Teen Academy to include 13-year-olds in order to bridge the gap from Kids & Cops Camp to the Teen Citizen Academy.

**Procured** two new K-9s, Axl and Riggs, and began training program with the new K-9 officers.

**Created** the *Combat the Cat - Lock it Tight or Risk the Swipe!* public awareness campaign to reduce the occurrence of thefts from motor vehicles in the city. Efforts included printing and placing campaign-branded signs in high-risk retail and residential areas and creating original videos for use on social media. Launched in November 2018, the campaign produced measurable results - from November 1-December 31, occurrences of thefts from motor vehicles fell to 7 from 20 in 2017 and 22 in 2016 (during the 11/1-12/31 date range each year).

### 2018 Stats

<b>Total Calls for Service</b>	46,045	<b>Rape/Sexual Assault</b>	9		
<b>9-1-1 Calls</b>	20,406	<b>Robbery</b>	16		
<b>Total Incidents</b>	4,555	<b>Burglary</b>	86		
<b>Arrests</b>	2,654	<b>Grand Larceny</b>	128		
<b>Total Dispatches</b>	48,384	<b>Motor Vehicle Theft</b>	38		
<b>Average Response Time All Calls</b>	7m 30s	<b>Use of Force</b>	50		
<b>Average Response Time Emergency Calls</b>	3m 29s	<b>Mental Health Calls</b>	1,148		
	<b>WHITE</b>	<b>BLACK</b>	<b>HISPANIC</b>	<b>OTHER</b>	<b>TOTAL</b>
<b>Arrests</b>	1,816	632	206	14	2,668
<b>Tickets</b>	3,123	469	532	62	4,186
<b>DUIs</b>	130	23	33	3	189



**Officer Hunter Edwards**, 30, tragically lost his life while responding to a call on S. Loudoun Street the night of November 24, 2018. The Department continues to mourn his passing.

## Emergency Communications

### HIGHLIGHTS

**Received** a grant in the amount of \$150,000 from the Virginia E911 Services Board for the implementation of the Text to 911 technology and hardware upgrades. The technology allows users to “call when they can, text when they can’t” and, because of the grant, only cost the Emergency Communications Center \$89 to implement. This new service is coming soon.

**Implemented** RapidSOS mapping system to receive more accurate location data for mobile 911 calls.

## Emergency Management

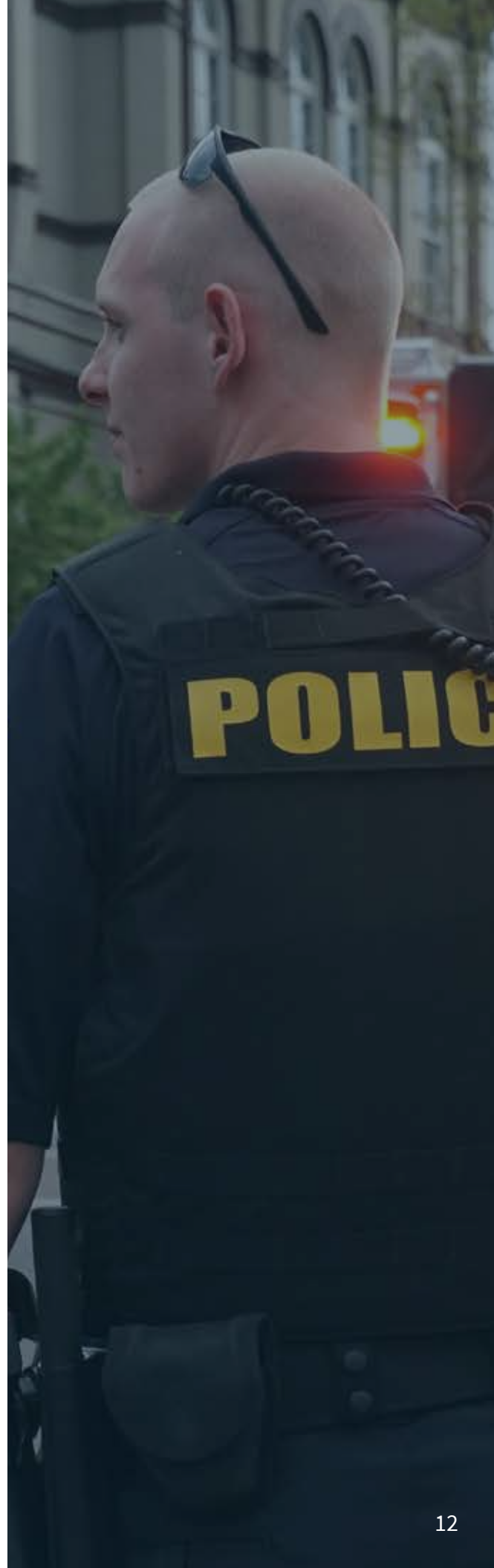
### PROJECTS

**Northern Shenandoah Valley Region Multi-Jurisdictional Hazard Mitigation Plan (NSVRC):** In a collaborative effort with the NSVRC and the jurisdictions of Frederick, Clarke, Page, Warren and Shenandoah Counties, a comprehensive review of the 2012 Regional Mitigation Plan was conducted. Each jurisdiction must have a current mitigation plan as required by the Virginia Department of Emergency Management’s Hazard Mitigation Plan, Support Annex 3 (Volume II). The plan was adopted by City Council during early 2019.

**800 MHz Radio System:** During the closing months of 2018, the system underwent a complete upgrade, assuring that the system will remain fully operational for many years. The system was placed in service in 2016 and has exceeded the design criteria for coverage and dependability, assuring two-way communication between all users of the system. The platform provides stable communications, a safer work environment, and improved service delivery.

**Mass Care:** Worked with Social Services, the American Red Cross, City Police and Fire and Rescue Departments, and the Parks and Recreation Department to continue editing the Emergency Support Functional Annex #6 – Mass Care and Sheltering plan. The plan ensures that, should the critical need for sheltering be necessary, the proper organization and procedures will be in place to assist the community. An expanded functional exercise is planned to be conducted in 2019.

**91st Shenandoah Apple Blossom Festival:** Organized and hosted National Incident Management System (NIMS) organizational meetings involving key personnel of the Shenandoah Apple Blossom Festival, City and Frederick County departments, state and federal agencies, and private sector businesses. The goal of the meetings was to provide an open forum to discuss overall logistics and create a festival where the safety of the participants, spectators, vendors, and personnel was assured.





# Parks & Recreation

## HIGHLIGHTS

**Outdoor Olympic Swimming Pool:** Resurfaced the Outdoor Pool. Project involved the removal of most of the plaster on the pool's interior surfaces, removal and repair of the various sections of the foundation walls, replacement of ceramic tiles on the bottom and around the perimeter of the pool, and repair of several skimmers. The resurfacing extends the life of the facility and create a safer and more aesthetically pleasing facility for patrons.

**Outdoor Olympic Swimming Pool & Wading Pool:** Determined that several additional skimmers located at the Olympic and Wading Pools were cracked and not functioning properly. Additional work continued following the closing of the pool on September 15, 2018. The repairs were made during the fall and early winter, resulting in a cost savings. Completion of this work assures that the pool will be ready to serve the community when it opens in the spring of 2019.

**Neighborhood Parks:** Held a naming contest with the goal of establishing standard signage to be installed at neighborhood parks. The contest was won by Deborah Baldwin for her design. Revamped signs will contain the specific park names and street addresses, which will assist citizens in locating their neighborhood parks and help first responders if summoned to an emergency at one of the parks. (Certain neighborhood parks will be exempt from the standardized signage as their names are synonymous with individuals who have historically made significant contributions to the community).

**McCormac Amphitheater:** Worked to rehabilitate this facility during the previous two years and established programming for children and adults. Programming includes hands-on crafting, puppet shows, and evening movies. Increased attendance as a result of the rehabilitation of the facility and programming.

**Parks & Recreation Advisory Board:** Revised meeting criteria, utilizing a format in which there is more interactivity of the Board and staff. This format has permitted Board members to visit all facilities which are the responsibility of the department and provide input related to care and use; provided an opportunity for Board members to communicate openly with staff and members of the public; and created a proactive organization to better serve the community.

**Community Recreation:** Continued to research and add new and diverse programming involving music, arts, crafts, dance, bus trips and other recreational and cultural activities. Reached out to the business community to provide unique programming. Registrations continue to increase.

# HUMAN SERVICES

The Human Services division is comprised of the Parks and Recreation Department and Department of Social Services. Each department provides distinct services to enhance the lives of residents.

Total Program Registrations



3,165\*

\*Only programs tracked via RecTrac

Child Care Programs



80 participants

Avg. per day (HIVE, HIVE Club) Summer Camp registrations at max

Total New Recreation Programs Added



12

Total New Memberships



1,173



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**PARKS & RECREATION WEBSITE**





# Social Services

## RECOGNITIONS

**Outstanding Community Partner Award:** This award is the Department of Social Services Advisory Board's yearly recognition of an individual, group, organization or agency for their outstanding community service and collaboration with the Winchester Department of Social Services (DSS) to improve the lives of the citizens of the City of Winchester. In 2018, the Award was presented to the Child Safe Center, which provides a safe, child-friendly space for forensic interviewing for children who are victims of abuse and neglect.

**Recognized by the Advisory Board:** The Forensic Nurse Examiners (FNEs) at the Winchester Medical Center are outstanding partners, often collaborating with Social Services (DSS) on the more difficult and emotional cases involving physical injury or neglect resulting in harm to a child. They are an asset to the DSS as it assesses and investigates in an effort to determine the cause of harm that has come to a child. The FNE team uses their training and experience to evaluate the children medically and provide an opinion that the DSS uses to inform its decisions surrounding the safety of these children.

## ASSISTANCE PROGRAMS

**SNAP:** Supplements food budgets of low-income households to assure needy persons a nutritionally adequate diet. Eligibility based on financial need and household size.

**Medicaid:** Makes direct payments to health care service providers for eligible individuals and families who are unable to pay for medical services. Covers prescriptions, doctor visits, nursing facility care, and hospital care.

**Energy Assistance:** Assists low income households in meeting their immediate home energy needs, including home heating fuel, repair or replacement of cooling equipment, and crisis assistance with emergency heating needs.

**TANF:** Provides time-limited financial assistance and employment-related services to enable families with children to become self-supporting and promotes economic independence in conjunction with VIEW.

**VIEW:** Offers employment-related activities, education, training, and needed support services to TANF recipients.

**General Relief:** An optional program designed to provide emergency assistance that cannot be provided through other means (e.g., provides burial assistance in Winchester).

Total TANF Issued



**\$235,237**

Applications: 356  
Recipient Count: 362

Total SNAP Issued



**\$5,000,000**

Applications: 1,449  
Recipient Count: 5,046

Total Medicaid Issued



**\$42,800,000**

Applications: 1,522  
Recipient Count: 7,079



More data available online in the Department of Social Services' FY Annual Report: [www.winchesterva.gov/dss](http://www.winchesterva.gov/dss)



### Programs & Funding

PROGRAM	LOCAL FUNDING	STATE FUNDING	FEDERAL FUNDING
Supplemental Nutrition Assistance Program (SNAP)	-	-	100%
Medicaid	-	48%	52%
Energy Assistance	-	-	100%
Temporary Assistance to Needy Families (TANF)	-	62%	38%
Virginia Initiative for Employment not Welfare (VIEW)	15%	73%	12%
General Relief	100%	-	-

## SERVICES

**Child Protective Services:** Investigates reports of child abuse and neglect. Provides services to treat and prevent abuse and neglect.

**Child Care Services:** Provides funding to enhance the quality, affordability, and supply of child care services available to families.

**Children's Services Act (CSA):** Provides for the pooling of eight specific funding streams used to purchase services for at-risk youth. Funds are returned to localities with a required state/local match.

**Children's Services Act:** Provides for the pooling of eight specific funding streams used to purchase services for at-risk youth. Funds are returned to localities with a required state/local match.

**Adult Services:** Provides services to adults with disabilities 18 years of age or older and to adults 60 years of age or older. Services are designed to assist the adult in remaining as independent as possible, establish a support system, and arrange services for individuals in emergency situations who lack the capacity to consent to services.

Services			
SERVICE	LOCAL FUNDING	STATE FUNDING	FEDERAL FUNDING
Children's Services Act	45%	55%	-
Child Care Services	-	25%	75%
Adult Services	20%	-	80%

### VIEW Supportive Services Expenditures



**\$40,279**

Individuals Referred: 28  
 Total Enrolled: 32  
 Work Activity: 18 (56%)  
 Employed: 16 (50%)  
 Avg. Hourly Wage: \$8.52  
 Avg. Earnings/Month: \$1,203

### FY18 Child & Adult Protective Services Stats

	CHILD	ADULT
Intakes	845	92
Investigations	98	-
Guardianships	-	65
Companion care	-	0
Founded cases	38	-
Ongoing cases	112	28
Family assessments	385	-
Family services cases	2	-
Auxiliary Grant (people served)	-	20
Auxiliary Grant expenditures	-	\$93,684

### General Relief Expenditures



**\$9,403**

FY18 burials: 15  
 FY17: \$18,173 (11)  
 FY16: \$13,832 (12)

### Children Served Under Children's Services Act



**211**

FY18 expenditure: \$3,112,071  
 FY17: 178 (\$2,506,332)  
 FY16: 151 (\$1,803,531)

### Total Childcare Subsidy Provided



**\$374,742**

Households served: 82  
 Children served: 124

### Energy Assistance Total Expenditures



**\$174,532**

Fuel applications: 347  
 Crisis applications: 36  
 Cooling applications: 261



# SUPPORT SERVICES

Finance, Human Resources, and Innovation & Information Services make up the Internal Services team. Each department plays an important role in the smooth operation of government function and service delivery.

Vendor Checks Processed



7,286

2017: 7,728

Electronic Funds Transfers



2,641

2017: 2,479

Positions Filled



88

Full-time and part-time

Employment Actions Processed



408

For full-time employees



Scan and discover more online!

**BUDGET TRANSPARENCY TOOL**

## Finance

### HIGHLIGHTS

**Received** the sixth-consecutive Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA). Also received the 26th consecutive Certificate of Achievement for Excellence in Financial Reporting Award from the GFOA for the FY17 Comprehensive Annual Financial Report (CAFR). This is the highest form of recognition in governmental accounting and financial reporting.

**Completed** the biennial Real Estate Reassessment process.

**Launched** OpenGov *Checkbook* and *Stories* features within the OpenGov transparency tool. Residents are now able to view the City's checkbook and graphically explore the revenues, expenditures, and vendor payments by division. The *Stories* feature enhances communication between the City and residents with detailed explanations of current City projects and more.

### FY 2019 General Fund Revenue

<b>General Property Taxes</b>	<b>\$42,986,900</b>
<b>Other Local Taxes*</b>	<b>\$32,301,500</b>
<b>Fees, Fines, Permits</b>	<b>\$470,800</b>
<b>Charges for Services</b>	<b>\$1,380,900</b>
<b>Interest and Misc. Revenue</b>	<b>\$2,002,500</b>
<b>State Aid</b>	<b>\$6,472,900</b>
<b>Federal Aid</b>	<b>\$1,201,400</b>
<b>Transfers and Reserves</b>	<b>\$6,837,100</b>
<b>Total</b>	<b>\$93,654,000</b>

\*State sales, utility, business licenses, franchise, decals, cigarettes, admissions, meals, motel, short-term rental, communication and others.

Check the Budget in Brief document for more FY19 information: [www.winchesterva.gov/finance](http://www.winchesterva.gov/finance)



A City-wide compensation study was completed and changes were implemented in 2018, making City employees' salaries and benefits more competitive with the region.

## Innovation & Information Services

### HIGHLIGHTS

**Created and launched** the GIS-based Property Search Tool that allows users to find data and information about any property with a simple address search.

**Began development** of the semi-annual vehicular personal property tax billing software for the Commissioner of the Revenue. Launched in 2019.

**Implemented** new real-time system to Failover to the Cloud for enterprise business applications and **performed** the City's first technology disaster drill.

**Moved** Click2Gov applications to the Cloud to enhance access to real estate information, building permits, Code Enforcement, Planning and Engineering, and City employee self-service.



# PUBLIC SERVICES

The Public Services Department is comprised of Public Works, Public Utilities, Refuse & Recycling, Trees, Public Transportation, Wastewater Treatment and Water Supply, and Engineering divisions.

Leaf Collection Total



489.64 tons  
2017: 209 tons

Trees Trimmed



1,078  
147 dead/diseased removed

Utility Payments Processed



69,198  
96,806 new bills mailed

Water Meters Replaced



566  
July-December 31, 2018



Scan and discover more online!  
**CURRENT CITY PROECTS**

## Public Works

### HIGHLIGHTS

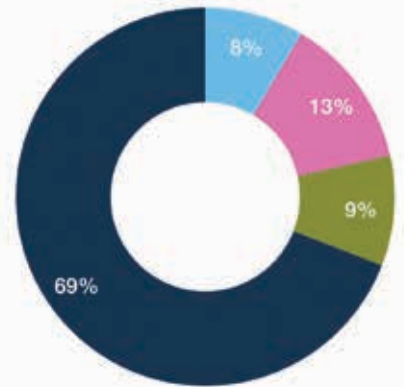
**Held** annual Arbor Day and Spring Greening event to celebrate the 36th year of Winchester's designation as a Tree City USA. Residents are invited each year to help staff plant trees and clean waterways.

**Launched** Right Tree, Right Place program in partnership with the Shenandoah Valley Electric Cooperative that aims to create a safe, healthy, and attractive tree canopy by replacing over-mature, declining trees in the public right-of-way that are in conflict with the overhead electric lines. New trees will reach a maximum height below the lines.

**Hosted** seven presentations/tours that had a total attendance of 520.

2018 Refuse & Recycling Totals	
Recycling Collected	2,961 tons
% of total	30.98%
Refuse Collected	6,595.97 tons
Free Recycling Bins Delivered	1,226
Bottles & Cans Collected	809.19 tons
Paper/Cardboard Collected	1,242.15 tons
Yard Waste Collected	900.38 tons

Refuse & Recycling Pickups



The amount of refuse, recycling, and yard waste collected by the City is equal to approximately 1,469 African elephants.

Legend: Bottles & Cans (light blue), Paper & Cardboard (pink), Yard Waste (green), Refuse (dark blue)

## Water, Wastewater, and Utilities

### HIGHLIGHTS

**Held** Drinking Water Week presentation to explain how the City draws, cleans, and pumps water to customers during National Drinking Water Week. The Communications team aided this effort by producing an explainer video that garnered over 3,000 views on Facebook and YouTube.

**Received** the 2017 Drinking Water Quality Report. The City's drinking water meets all lead and copper regulations required by the Safe Drinking Water Act and regulated by the Virginia Department of Health.

**Replaced** a total of 566 water meters as part of the city-wide water meter and sidewalk replacement project. The new water meters are more accurate in measurement and will allow readings to be completed from a receiver placed on refuse trucks, eventually eliminating the need for staff to complete manual readings (coming soon).



Sidewalks Repaired  
or Replaced



**1,183.75 linear feet**

2017: 376.50 linear feet  
2016: 392.25 linear feet

Miles of Streets  
Swept



**2,505.19 miles**

Streets repaved: 5.50 miles  
Potholes repaired: 157

Street Signs Installed  
or Replaced



**543**

2017: 524  
2016: 313

Maintenance of  
Loudoun Street Mall



**1,629 staff hours**

2017: 1,428 staff hours  
2016: 1,275 staff hours

# Capital Improvements

## PROJECTS

**FY19 Street Repaving Project:** The FY19 program includes repaving on 25 streets for a total of approximately 10.17 lane miles.

**South Kent Street and Woodstock Lane Improvements:** The projects began in 2018 and will replace underground water, sewer, and stormwater infrastructure and repair the roads. South Kent Street will get new sidewalks as well.

**City-wide Water Meter Replacement and Sidewalk Improvement Project:** Sections of sidewalk that were removed in order to replace the old water meters were improved in addition to the nearby sections of sidewalk deemed unsafe or out of compliance with the Americans with Disabilities Act. This project included the installation of expansion tanks in approximately 664 homes as of December 31, 2018.

Streets Paved in 2018

STREETS	FROM	TO	LANE MILES
Ewell Street	Green Street	Baker Lane	0.30
Bellview Avenue	S. Loudoun Street	Handley Avenue	1.51
Roberts Street	Bellview Avenue	south end of the street	0.11
Henry Avenue	Bellview Avenue	south end of the street	0.07
Lewis Street	Sheridan Avenue	Bellview Avenue	0.39
Barr Avenue	Lewis Street	Brandon Drive	0.23
Brandon Drive	Bellview Avenue	Barr Avenue	0.20
Brandon Place	Brandon Drive	cul-de-sac	0.04
Reaves Street	Barr Avenue	Bellview Avenue	0.18
Van Couver Street	Handley Avenue	Bellview Avenue	0.34
Nester Drive	Handley Avenue	north end of the street	0.49
Treys Drive	Van Couver Street	Seldon Drive	0.70
Moffett Drive	Seldon Drive	cul-de-sac	0.26
Fairmont Avenue	Piccadilly Street	Wyck Street	0.86
<b>TOTAL</b>			<b>5.68</b>

## Engineering

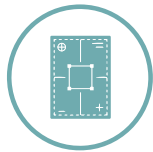
### HIGHLIGHTS

**Received** Revenue Sharing Funds from the Virginia Department of Transportation (VDOT) in the amount of \$1,377,000 for the North Cameron Street Drainage Improvement project. City Council had previously approved \$750,000 from the General Fund in the City's budget for this project. Due to necessary water and sewer improvements, the City's Utility Fund will also contribute a proportional share with bond funds already secured. Project expected to begin in 2019.

**Submitted** an application for \$10 million in state Revenue Sharing Funds from VDOT to be used on multiple improvement projects. A total of \$3,739,987 was approved for the North Cameron Drainage Improvement Project, a new traffic signal at the Adams Drive/Legge Boulevard intersection, Trails at the Museum of the Shenandoah Valley (MSV), and the fourth phase of the Green Circle Trail.

## ENGINEERING STATS

Site Plan Reviews



135

Stormwater Facility Inspections



202

Erosion and Sediment Control Inspections



2,473

## Public Services

### UPCOMING PROJECTS IN 2019

**City Hall renovation:** Improves customer service by reorganizing office locations, working conditions for employees, and technology capabilities. Started in 2018.

**Creamery Building renovation:** Helps solve need for office space for City staff.

**City Yards maintenance facility:** Improves Public Works and Utilities divisions office space and equipment storage.

**CDBG North End sidewalk replacements:** Grant will fund replacement and repairs of sidewalks in the North End neighborhoods.

**Green Circle Trail final phases:** Finalizes Green Circle trail segments (Jubal Early Drive area).

**Hope Drive Extension/Papermill and Tevis realignment:** Extends Hope Drive to a new intersection with Papermill Road, which then extends across a CSX railroad track to Pleasant Valley Road and provides a cul-de-sac on Tevis Street east of Bradford Court.

**North Cameron Street drainage improvements:** Storm water management and drainage improvements on North Cameron Street to alleviate flooding and provide extra public green space.

**Pedestrian Mall safety bollards:** Installation of bollards at the north and south entrances of the Loudoun Street Mall will prevent vehicles from entering the bricked walkway and improve overall pedestrian safety.

**Sewer pump station replacements:** Replaces aging sewer pump stations.

**Wentworth Drive sidewalks:** Constructs sidewalks along Wentworth Drive where none currently exist; includes street parking and utility infrastructure upgrades.

**Valley Avenue/Tevis Street drainage and sidewalk improvements:** Addresses storm water drainage issues on Valley Avenue and adds sidewalks, curbs, and gutters where none currently exist.

**North End Sidewalk Improvements:** The City received \$1 million in funding from Housing and Urban Development (HUD), which approved the City's Section 108 Loan application for sidewalk improvements in 2018; the project will begin in 2019.

**Water and sewer line replacements:** City-wide replacements of aging water mains and sewer lines.









The Communications Office was officially formed in 2017 and is charged with responding to requests for information, promoting City government, and managing media and public relations duties.

City Website Sessions



39,000

13.5% increase over 2017

Total Social Media Followers



16,721

Excludes WPD, WFRD, etc.

FOIA Requests Handled



120

Excludes WPD and WDSS

Media Inquires Handled



240



Scan and discover more online!

**COMMUNICATIONS WEBSITE**

# Communications

## HIGHLIGHTS

**Launched** the City's first web show, *publiCITY*, that focuses on City programs, services, and upcoming events. Season 1 is available on the City of Winchester Local Government YouTube channel and website and is broadcast on local Comcast cable channel 6.

**Attended** the City-County Communications & Marketing Association national conference in Milwaukee, Wisconsin and **won** the Silver Circle Award in the Best Use of Facebook category for the 2017 Public Safety recruitment campaign.

**Began publishing** the Public Services-oriented newsletter, *Re:Source*, that is distributed in utility bills and available at the Utility counter in City Hall.

**Coordinated** the Fox 5 DC *Zip Trip* live morning show broadcast from Old Town Winchester.

**Provided** Strategic Plan performance measure updates as of June and December 2018.

**Created** a Storm Information web page to keep the community informed of the City's response to severe weather.

**Distributed** the 2019 annual information calendar to all 22601 addresses, reaching approximately 14,500 homes.

**Began posting** the Police Department's daily Arrest Log and Call Briefing Blotter reports to the Department's website in order to increase transparency and foster public access to the documents.

**Increased** City Twitter account followers by 14.23% and Facebook account followers by 10.25% over 2017. As of December 31, 2018, there were 2,629 Notification System subscribers.

**Uploaded** 221.17 minutes of original video to the City's social media channels, website, and cable access channel.



### publiCITY Season 1

June-December 2018

- Ep. 1 - Water Meter & Sidewalk Replacement
- Ep. 2 - Body-worn Cameras
- Ep. 3 - Fences
- Ep. 4 - Kent Street & Woodstock Lane Improvements
- Ep. 5 - MFG Week 2018
- Ep. 6 - Leaf Collection
- Ep. 7 - Communications
- Ep. 8 - Winchester's EDA
- Ep. 9 - Snow Removal
- Special - Home Improvement Scam



### Notable Videos

- From River to Faucet
- Spanish Immersion Pre-K
- We Are the WPD
- Coffee with a Cop 2018
- Lip Sync Challenge
- I Love...
- Halloween Safety
- HOPE (WPD)

## PRODUCTS & SERVICES



### Winchester Alerts

Subscribe to emergency and non-emergency alerts, including refuse and recycling collection changes, snow plan activation, City facility closures, and more via text, phone, or email.

[www.winchesterva.gov/pio](http://www.winchesterva.gov/pio)



### Mobile App

Download the City's mobile app for easy access to information and to submit service requests. Remember to turn on notifications to receive important alerts and reminders!

**Download in the Apple App Store or Google Play Store**



### Cable Access Channel

The City utilizes its cable channel to promote events, make announcements, and broadcast all council meetings.

**Comcast Channel 6**



### Website

The City's award-winning website has all the information you need about the City services and more.

[www.winchesterva.gov](http://www.winchesterva.gov)



### Annual Information Calendar

The annual information calendar details refuse and recycling collection schedule changes, public meetings and event dates, and more.

**Mailed to 22601 residents and available at City Hall**



### INSIGHT Citizen's Academy

This annual program, held January-April, exposes participants to a wide range of government services, programs, and operations through interactive discussions and tours.

[www.winchesterva.gov/insight](http://www.winchesterva.gov/insight)



### CitE-News

The City's weekly electronic newsletter is emailed directly to subscribers and posted on social media. Read featured stories about government activities, services, events, and programs. Subscribe online.

[www.winchesterva.gov/enews](http://www.winchesterva.gov/enews)



### Week in Review

Every Monday, City Manager Eden Freeman posts this detailed report of each department's activities, accomplishments, and more from the previous week.

[www.winchesterva.gov/week-review](http://www.winchesterva.gov/week-review)



### ActivitE-News

Parks & Recreation's monthly newsletter details upcoming programs and events. Subscribe online.

[www.winchesterva.gov/parks](http://www.winchesterva.gov/parks)



### NEW! Re:Source

Public Services now has a quarterly newsletter - look for it in your next utility bill. Contains project updates and more.

**Mailed to City utility customers**



### Facebook

/winchestervagov  
/WinchesterVAPD  
/winchesterfireandrescue  
/visitwinchesterva  
/OldTownWinchesterVA



### Twitter

@WincVAgov  
@winchesterpd  
@WFRDVA  
@VisitorsCenter  
@WincVa  
@WinchesterEda



### YouTube

@CityofWinchesterVA



### Instagram

@wincvagov  
@oldtownwinchesterva



### LinkedIn

City of Winchester, Virginia  
Local Government



### SoundCloud

/roussreview

## Forbes

#11 Small Metro Area  
in the United States and #1 in  
Virginia for business and careers



## moveBuddha

#1 Most Popular Small City  
out of 100 small cities in the  
United States to which to relocate

## VacationIdea

DREAM VACATION MAGAZINE

6<sup>th</sup> Best Place to Visit  
in Virginia out of 25 Virginia cities

## winnie

Fun in the Sun Award  
for Best Outdoor Play Space at  
Jim Barnett Park



Distinguished Budget  
Presentation Award  
for the 6<sup>th</sup> consecutive year



### SIGN UP FOR ALERTS

EMERGENCY & NON-EMERGENCY

[winchesterva.gov/storm-information](http://winchesterva.gov/storm-information)



Use **City 311** to submit and  
track service requests:

- Street light out
- Potholes
- City tree issue
- Dead animals
- Traffic signal issue
- Recycling bins

[winchesterva.gov/knowledgebase](http://winchesterva.gov/knowledgebase)

## CITY OF WINCHESTER ON THE GO

GET THE CITY APP

[winchesterva.gov/city-app](http://winchesterva.gov/city-app)



## PROPERTY SEARCH PORTAL

IN ONE SIMPLE ADDRESS SEARCH,  
YOU'LL FIND:

- Refuse & Recycling Collection
- School District
- Voting Ward & Precinct
- Fire First Due
- + MORE

Visit the Public Services GIS  
page at [www.winchesterva.gov](http://www.winchesterva.gov)

## TWO INFORMATIVE SHOWS, *one awesome host.*



[www.winchesterva.gov/pio](http://www.winchesterva.gov/pio)



HOSTED BY  
BARRY LEE  
OF **92.5 WINC-FM**

## **ROUSS CITY HALL | 540-667-1815**

**City Manager's Office**  
**Constitutional Officers**

Commissioner of the Revenue  
Treasurer

**Communications**

**Development Services**

Economic Development  
Planning  
Workforce and Business Development  
Zoning and Inspections

**Public Services**

Engineering  
Facilities Maintenance  
Public Works  
Transit  
Utilities

**Support Services**

Finance  
Geographic Information Systems  
Human Resources  
Information and Innovation Services

## **TIMBROOK PUBLIC SAFETY CENTER**

**Emergency Management**

540-545-4721

**Police**

540-662-4131 (Non-emergency)

540-545-4700 (Administration)

## **VARIOUS LOCATIONS**

**Joint Judicial Center**

540-667-5770

**Fire and Rescue (Creamery Building)**

540-662-2298

**Old Town and Welcome Center**

540-535-3660

**Parking Authority**

540-722-7575

**Parks and Recreation**

540-662-4946

**Social Services**

540-662-3807

**Tourism and Visitors Center**

540-542-1326

**Voter Registrar**

540-545-7910

