

Winchester
Virginia

TOWN HALL

Eden E. Freeman
City Manager

ABOUT WINCHESTER

- Population – 27,932 (2017)
- Size – 9.3 square miles
- Council/Manager form of government
- Budget – \$251M (FY19 Adopted)
 - General Fund - \$93,654,000
 - Schools - \$69,224,114
 - Capital Improvements - \$10,825,000
- Major Employers (500 - 4,999 employees)
 - Winchester Medical Center
 - Rubbermaid Commercial Products
 - Continental (formerly O'Sullivan Films, Inc.)
 - Shenandoah University
 - National Fruit
 - Winchester Public Schools
 - City of Winchester



SELECT AWARDS AND ACHIEVEMENTS

- Received 26th consecutive GFOA Certificates of Achievement for **Excellence in Financial Reporting**
- Received 6th consecutive GFOA **Distinguished Budget Presentation Award**
- 2018 Mission Lifeline: **Gold Plus EMS Award** (2018) and **reaccreditation** by WPD
- Improved **ISO** ratings (for PPC - 3 to a 2, top 3.5% in VA & Building Code – 3,3 to 3,2)
- Ranked #13 small metro area in the country and #1 in VA for **business and careers** by Forbes
- Ranked #4 (**MSA**) across the country by *Site Selection Magazine* and featured in issue
- Redesigned City website received **Award of Excellence** from 3CMA
- Ranked #29 (MSA) in Milken Institute's **Best Performing Cities List**
- Included in the "**10 Best Small Towns in America to Retire**" by *Readers Digest*
- MoveBuddha.com ranked Winchester as the **#1 most popular small city** in the U.S.
- *Architectural Digest* included John Handley High School in their list of the **Most Beautiful Public High Schools in America**
- Featured as a "**top retirement destination**" in *Where to Retire* magazine
- Included in *Washingtonian* article about **fastest growing suburbs** to Washington D.C.
- Ranked 15th (out of 200) in Forbes list of **Best Small Places for Business and Careers**
- Named in list of "**10 Best Places to Retire**" – *Kiplinger's Personal Finance* magazine
- Included in an Apartment Advisor blog about the 23 **Best Cities for Young Families**
- Ranked 15th (out of 112) as a **Best Place to Start a Business** in Virginia by nerdwallet.com



COUNCIL-MANAGER FORM OF GOVERNMENT

WHAT IS IT?

The council-manager form is the system of local government that combines the strong political leadership of elected officials in the form of a council or other governing body, with the strong managerial experience of an appointed local government manager. The form establishes a representative system where all power is concentrated in the elected council and where the council hires a professionally trained manager to oversee the delivery of public services.

IS IT RESPONSIVE?

In council-manager government, council members are the leaders and policy makers elected to represent various segments of the community and to concentrate on policy issues that are responsive to citizens' needs and wishes. The manager is appointed by the Mayor and Council to carry out policy and ensure that the entire community is being served.

WHAT IS THE MAYOR AND COUNCIL'S FUNCTION?

The Council is the legislative body; its members are the community's decision makers. Power is centralized in the elected Council, which approves the budget and determines the tax rate, for example. The Council also focuses on the community's goals, major projects, and such long-term considerations as community growth, land use development, capital improvement plans, capital financing, and strategic planning. The Mayor and Council hire a professional manager to carry out the administrative responsibilities and supervise the manager's performance.

DOES THE CITY MANAGER PARTICIPATE IN POLICY DETERMINATION?

The city manager makes policy recommendations to Council, but Council may or may not adopt them and may modify the recommendations. The city manager is bound by whatever action the Mayor and Council takes.

WHAT IS THE MANAGER'S FUNCTION?

The city manager is hired to serve the Council and the community and to bring to the local government the benefits of training and experience in administering local government projects and programs on behalf of the governing body. The manager prepares a budget for Council's consideration; recruits, hires, and supervises the government's staff; serves as Council's chief adviser; and carries out Council's policies.

The Council and citizens count on the manager to provide complete and objective information, pros and cons of alternatives, and long-term consequences.

HOW MUCH CITIZEN PARTICIPATION IS POSSIBLE UNDER THIS TYPE?

Because this is a government of the people, by the people, and for the people, it sets the stage for citizen activism by encouraging open communication between citizens and their government. In addition, citizens are encouraged to become members of boards and commissions.

CAN THE CITY MANAGER BE FIRED?

City managers serve at the pleasure of Council. They can be fired by a majority of Council, consistent with local laws, ordinances, or employment agreements they may have with Council. Control is always in the hands of the elected representatives of the people.



WinchesterVA.gov

ICMA CODE OF ETHICS

The mission of ICMA is to create excellence in local governance by developing and fostering professional local government management worldwide. To further this mission, certain principles, as enforced by the Rules of Procedure, shall govern the conduct of every member of ICMA, who shall:

1. Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.
2. Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant.
3. Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public.
4. Serve the best interests of the people.
5. Submit policy proposals to elected officials; provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals; and uphold and implement local government policies adopted by elected officials.
6. Recognize that elected representatives of the people are entitled to the credit for the establishment of local government policies; responsibility for policy execution rests with the members.
7. Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.
8. Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.
9. Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.
10. Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.
11. Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions pertaining to appointments, pay adjustments, promotions, and discipline.
12. Public office is a public trust. A member shall not leverage his or her position for personal gain or benefit.

Adopted by the ICMA Executive Board in 1924, and most recently revised by the membership in June 2018.



CITY MANAGER'S VALUES AND EXPECTATIONS

Customer service is our business. We will endeavor to do our best to exceed our customers' expectations in all areas of service delivery. We will be judged on our ability to respond to the needs of our community.

Collaboration and partnerships (both within and outside our organization) are essential to the success of our organization. We will place an emphasis on being inclusive as we build relationships and will actively seek out partnerships in order to fully leverage our limited resources.

Well thought out and achievable plans are key to the future of our organization. Planning is an essential part of the work that we do as a local government and is a vital step along the critical path of any important endeavor. We will invest the required time and resources prior to starting any new initiatives.

We will run an open and transparent government. People respect an organization that is proactive in providing timely and accurate information regardless of the topic. Public relations and the timely flow of information are essential in developing and maintaining the trust of our community.

Take care of the employees in your charge. Ensure that they have the equipment and training to effectively do their jobs. Seek out opportunities to mentor them and promote them if they are qualified, recognize their outstanding efforts and take the time to get to know them professionally and personally.

You are responsible for your actions. Remember that you represent the City of Winchester at all times and are expected to comport yourself accordingly.

Every employee is equally important to the success of our city and government. We are all part of one team, take ownership of your part to improve the organization.

Mistakes are tolerated. Negligence and carelessness is not.



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LEADERSHIP PHILOSOPHY

- We are a team of dedicated public servants motivated by the desire to make Winchester the best city in the country. We recognize this achievement is larger than any one person and success is dependent upon a network of talented individuals working together.
- Every member of our team has an equally-valued voice and is empowered with the authority to make appropriate decisions and has the duty to take responsibility for their actions.
- We believe a mutually respectful, collaborative and trusting environment provides the best opportunities for growth and recognition of achievement.
- We value open communication, diversity, honesty, creativity and innovation. We are all leaders striving to provide the highest level of service to the people we serve.



MISSION AND VISION

Mission

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

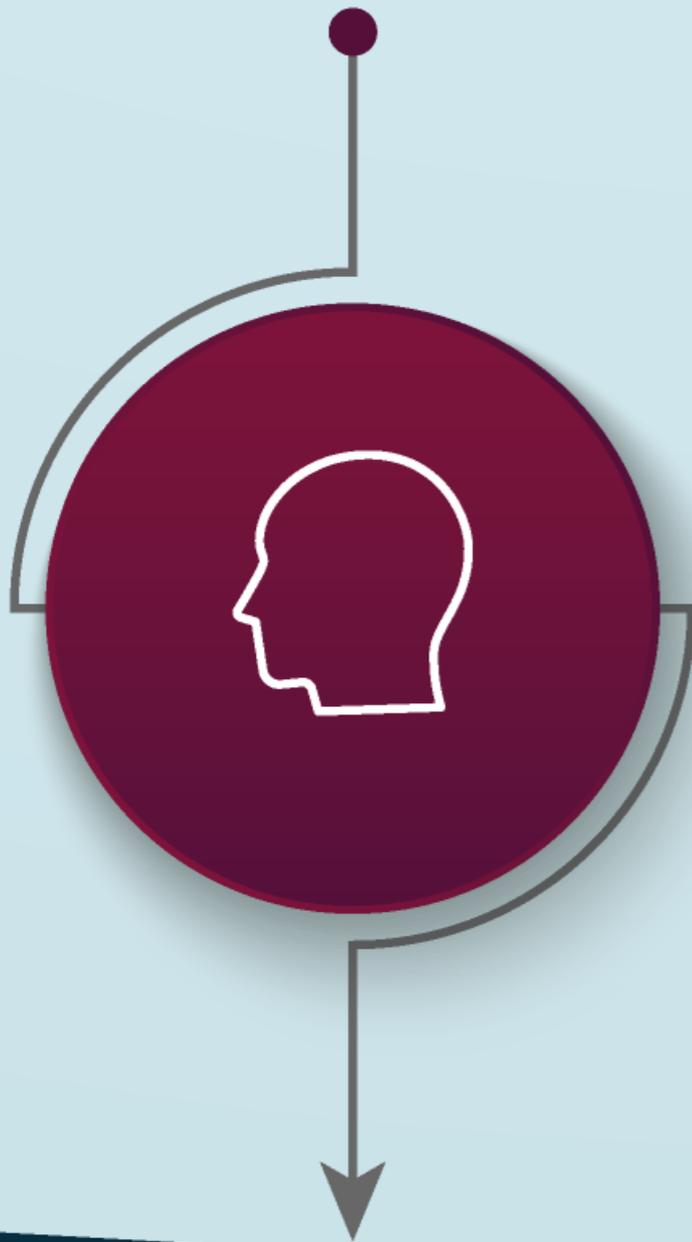
Vision 2028

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



STRATEGIC PLAN 2016-2020

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

STRATEGIC PLAN 2016-2020

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

STRATEGIC PLAN 2016-2020

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

STRATEGIC PLAN 2016-2020

GOAL 4



IMPROVE

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

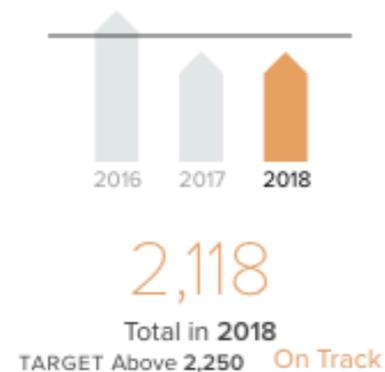
GOAL 4 OBJECTIVES

- 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

STRATEGIC PLAN ONLINE

- Strategic plan and accomplishments:
www.winchesterva.gov/government/strategic-plan

Uniform Crime Reporting



Updated 8 weeks ago

Number of CIT certified officers. Target to add 3 annually



Updated 8 weeks ago

Number of traffic crashes



Updated 8 weeks ago

- Performance Measures Story (OpenGov):
<https://stories.opengov.com/winchesterva/published/B1SCUmlMQ>



PARTNERS AND PARTNERSHIPS

- Winchester Public Schools
- Handley Regional Library
- Frederick County
- Regional Jail
- Juvenile Detention Center
- Winchester Economic Development Authority
- Winchester Regional Airport Authority
- Northern Shenandoah Valley Regional Commission and Metropolitan Planning Organization (MPO)
- Valley Health
- Our Health, Inc.
- Shenandoah University
- Lord Fairfax Community College
- Lord Fairfax Health District
- SPCA
- Frederick Winchester Sanitation Authority
- Shenandoah Valley Electric Cooperative
- Lord Fairfax EMS Council
- Northwestern Community Services Board
- Grafton Integrated Health Network
- Northern Shenandoah Valley Substance Abuse Coalition
- Winchester-Frederick-Clarke Historical Society
- Preservation Historic Winchester
- Top of Virginia Chamber of Commerce
- Museum of the Shenandoah Valley
- Shenandoah Arts Council, Skyline Indie Film Festival, First Night Winchester (receives matching grant funds from City)
- Old Town Winchester Business Association
- Youth Development Center
- Winchester Rescue Mission
- Shenandoah Area Agency on Aging
- Many other entities



ASSOCIATIONS

- Virginia Municipal League (VML)
- Virginia First Cities
- International City Managers Association (ICMA)
- Virginia Main Street Association
- National League of Cities
- Government Finance Officers Association (GFOA)
- City-County Communications & Marketing Association (3CMA)



COMMUNICATION AND OUTREACH

- Weekly electronic newsletters – [CitE-News](#) and Park’s [ActivitE-News](#) (sent to subscribers & posted on social media)
- Social media – Facebook, Instagram, Twitter, YouTube
- Website – www.winchesterva.gov (3CMA Award of Excellence)
- [City Manager’s Week In Review](#)
- [Notification system](#) – 2,250+ subscribers
- Comcast cable channel 6
- [Mobile App](#) and [online service request program](#) (City 3-1-1)
- PubliCITY news show ([website](#), YouTube, Ch. 6)
- Publications (print or [online](#)):
 - Annual Reports
 - Budget in Brief
 - Annual informational calendar
 - Parks & Recreation Program Guide
 - Old Town Shopping and Dining Guide
 - Winchester-Frederick County Visitors Guide



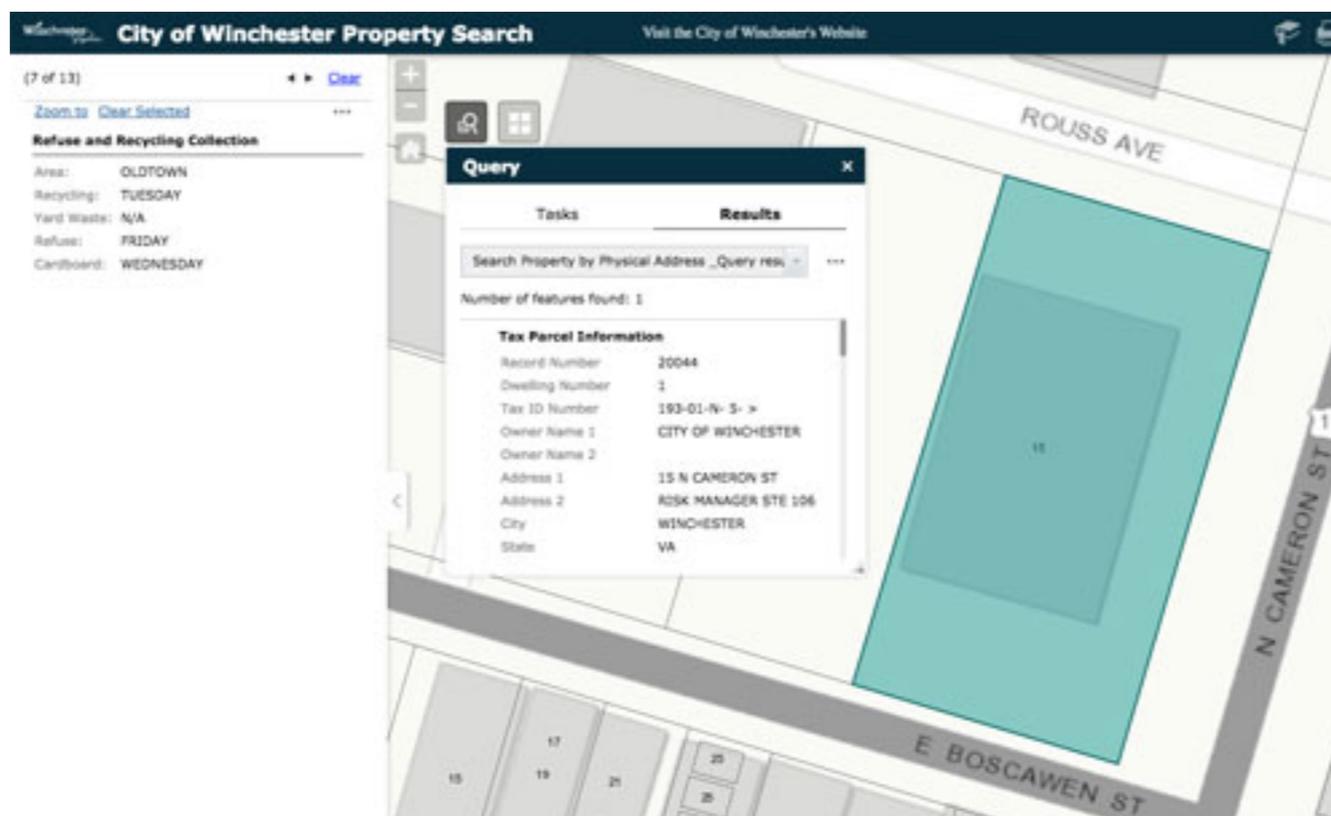
COMMUNICATION AND OUTREACH

- [INSIGHT Citizen's Academy](#) (January-April) – registration accepted year-round
- Citizen's Survey (every 3 years) – last survey: 2017
- Knowledgebase – Database of Q&A
- Public Safety:
 - Coffee with a Cop (October 3) & Color with a Cop (November 6)
 - Police Citizen's Academy, Teen Citizen's Academy & Junior Academy
 - Volunteers in Policing (VIPs)
 - CERT
 - Community Response Team
 - Trunk-or-Treat event
 - Community Safety Fair
 - Timbrook Food & Toy Drive
 - Stuff-A-Truck program



GOVERNMENT TRANSPARENCY

- Government Transparency
 - [Agenda Management & Live Streaming](#) – Council Meetings and other public meetings
 - Budget Transparency Tool & Checkbook – [OpenGov](#)
 - Stories – OpenGov
 - Freedom of Information Act – [online portal](#)
 - Property Search Portal ([interactive map](#))



CURRENT AND UPCOMING PROJECTS

- City Hall renovations
- Wentworth Drive sidewalks
- Valley Avenue improvements
- Hope Drive extension
- Tevis Street improvements
- Burn building construction
- Website redesign
- Handley Library renovation
- Basketball and tennis courts resurfacing
- Winchester Towers Lot development (EDA)
- Piccadilly/Kent development (EDA)
- Water meter and sidewalk replacement (city-wide)
- Kent Street and Woodstock Lane improvements
- Green Circle Trail (Phase III & Final Phase)
- Boscawen St. improvements
- Old Town safety bollards
- OpenData
- Parks maintenance building
- Gateway and wayfinding signage
- FY19 street repaving
- CDBG sidewalk project
- Ladder Truck

www.winchesterva.gov/current-city-projects



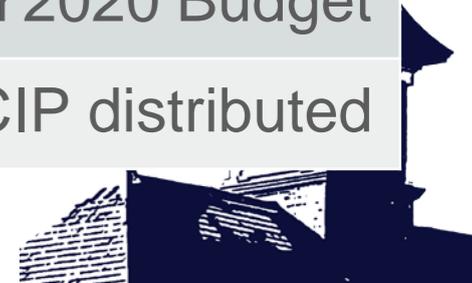
RECENT PROJECTS

- Completed:
 - Body Worn Cameras
 - Economic Development Strategic Plan
 - Online utility bill payments
 - Green Circle Trail - Phase II
 - Tevis Street (Crossover Boulevard) extension to I-81
 - FY18 street repaving
 - [2017 citizen satisfaction survey](#)
 - Outdoor Pool resurfacing



ANNUAL CITY BUDGET CALENDAR

Month	Action
October	Budget discussions begin internally
November	Contribution request packages distributed to outside agencies
December	Deadline for agencies to submit contribution requests
February	Finance submits budget to City Manager for review City Manager reviews budgets with Department Directors
Late March	City Manager reviews budget options with City Council City Manager presents proposed real estate tax rate ordinance to City Council
Early April	Council feedback on FY2020 Budget Options First Reading of FY2020 Tax Rate Ordinance
Late April	City Manager presents FY2020 Proposed Budget Public Hearing and Council Vote on FY2020 Tax Rate
Early May	First Reading of FY2020 Budget Ordinance
Late May	Public Hearing and Council Vote on FY2020 Budget
June/July	Budget and CIP distributed



FY2019 ADOPTED BUDGET

- Submitted requests totaled \$106,789,982, an increase of \$5,483,482 over prior fiscal year (FY)
- 7% health insurance increase, decrease in VRS from 9.6% to 8.99%
- Real Estate Rate of \$.91 per \$100 of assessed value
- No issuance of debt. Paying cash for capital improvements
- Budget – \$251M
 - General Fund - \$93,654,000
 - Schools - \$69,224,114
 - Capital Improvements - \$10,825,000



TAX DOLLAR AT WORK – FY2019





5.3%

Virginia sales tax rate

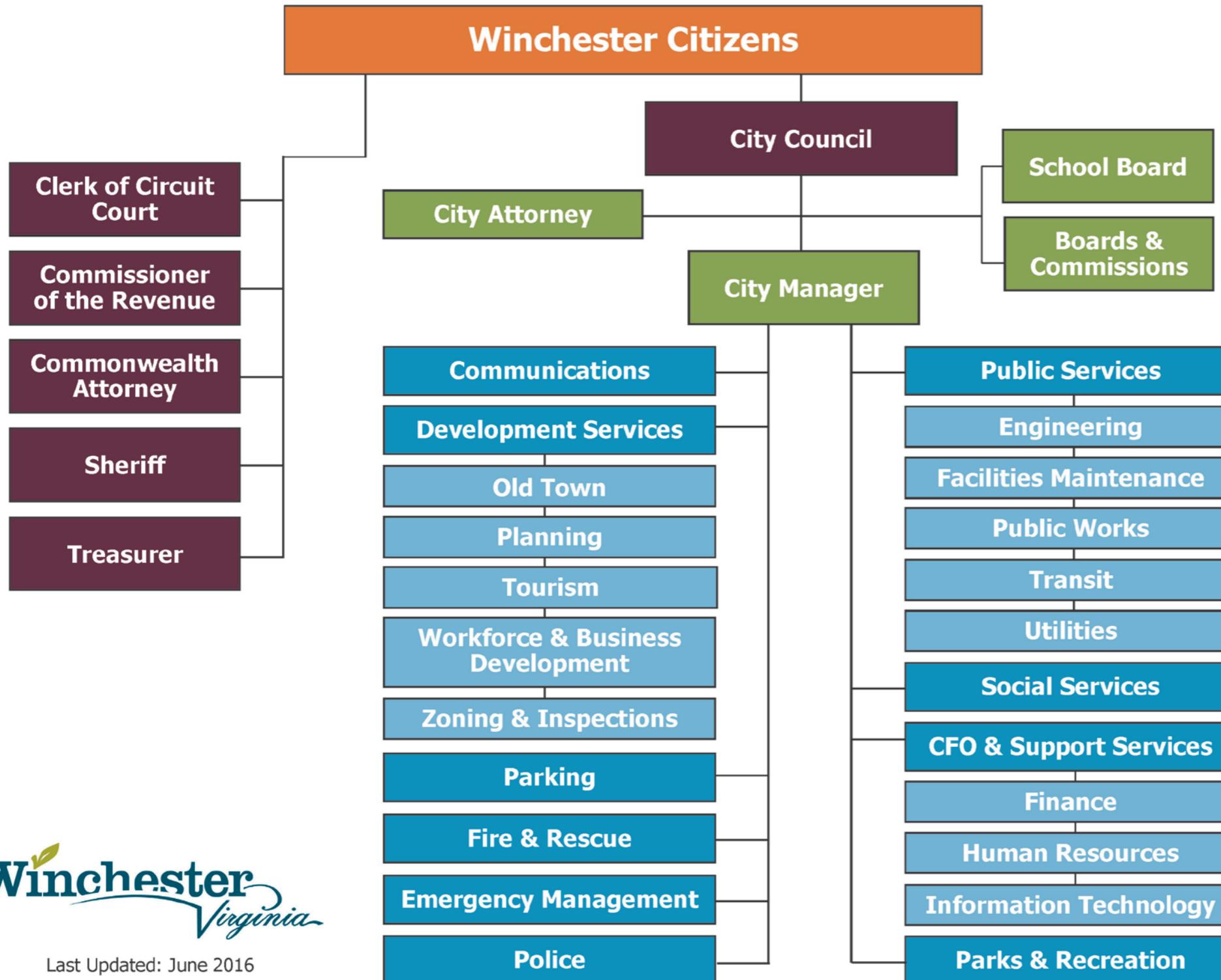
The City receives 1% back from purchases made in the city.

	EDUCATION*	41¢
	PUBLIC SAFETY	26¢
	GENERAL GOVERNMENT	7¢
	PUBLIC WORKS	5¢
	JUDICIAL ADMINISTRATION	4¢
	HEALTH & WELFARE	4¢
	PARKS, RECREATION, & CULTURE	4¢
	CAPITAL IMPROVEMENTS	4¢
	CITY DEBT	3¢
	COMMUNITY DEVELOPMENT	2¢

*Includes 8¢ debt service.



CITY'S ORGANIZATIONAL CHART



SENIOR LEADERSHIP TEAM



Allen Baldwin
• *Fire & Rescue*



John Piper
• *Police*



Lynn Miller
• *Emergency Mgt.*



Perry Eisenach
• *Public Services*



Amber Dopkowski
• *Social Services*



Tim Youmans
• *Planning*



SENIOR LEADERSHIP TEAM



Aaron Grisdale
• *Zoning & Inspections*



Jennifer Bell
• *Downtown*



Shawn Hershberger
• *Development Services*



Justin Kerns
• *Tourism*



Corey MacKnight
• *Parking Authority*



Lynn Miller
• *Parks & Recreation*



SENIOR LEADERSHIP TEAM



Mary Blowe
• CFO & Support Svcs.



Celeste Broadstreet
• Finance



Amy Simmons
• Communications



Tyler Schenck
• Innovation & Information Scs.



Paula Nofsinger
• Human Resources



Anthony Williams
• City Attorney



Kari Van Diest
• Deputy Clerk of Council



CONSTITUTIONAL OFFICERS



Ann Burkholder
• *Commissioner*



Jeff Barbour
• *Treasurer*



Les Taylor
• *Sheriff*



Marc Abrams
• *CW Attorney*



Terry Whittle
• *Clerk of Circuit Court*



SUBMITTED QUESTIONS

Q. I know that there have been multiple attempts to notify the City Council and City Manager of the ongoing Public Safety Crisis. I would like to know what the City is doing or is planning to do to resolve this. We are losing firefighters and paramedics faster than we can replace them. We shouldn't have to worry about replacing them, we should be finding ways to retain them.

A. The City is aggressively recruiting to fill our authorized vacant positions and have taken steps to fill current vacancies of advanced life support (ALS) providers as dictated by the Fire Department's current service delivery model. In the FY 2019 budget, \$95,000 was allocated to help train new and existing personnel to become paramedics. Also, in FY 2019 we added \$25,000 in part-time funds to assist with any ALS personnel shortages as they may arise. Tenure and institutional knowledge is very important to the City as reflected in the recently implemented compensation plan. The City is committed to public safety and addressing any issues that arise.



SUBMITTED QUESTIONS

Q. If we want a clean and vibrant downtown walking mall, then why are dogs allowed to urinate and/or do their business on the downtown walking mall? Is that not a public health hazard? I would much rather have skateboarders or folks riding their bikes on the downtown walking mall vs. dogs urinating and/or doing their business all over the walking mall. If dogs are not allowed to urinate and/or doing their business on the walking, they why is not being enforced with the owners being given a citation?

A. We take great pride in having a clean and vibrant downtown. We have provided several dog waste bag dispensers for pet owners to use when walking their dogs in the downtown area. We also have several signs in the downtown noting that it is a requirement to clean up after your dog. Our downtown officer will (and does) issue tickets for anyone he witnesses violating this City Ordinance.



SUBMITTED QUESTIONS

Q. Has anyone considered turning this area (Winchester Towers site) into a (metered) parking lot? At least it would generate some revenue from what is now an eyesore.

A. The process of redevelopment of the Towers Site is an ongoing one that has no shortage interest from the private sector. The Economic Development Authority has two interested development partners and as of this morning (9/18), began the review and MOU process. While it is understandable to want to see this site used for something immediately beneficial, there is a high level of expenses related to creation of something even as relatively simple as a metered parking lot. It would not be fiscally responsible to make the necessary investments into creating a short-term fix that is not in line with the long-term vision of the site. The development partner will be selected in the coming months and then the EDA and partner will work together to create a viable and contributing project.



SUBMITTED QUESTIONS

Q. Communication with the City Manager:

1. What are the different ways a Winchester citizen can communicate with the City Manager?

Citizens can contact me via email, telephone, stop by the office, or submit a contact web form.

2. How many electronic devices does the City Manager have?

While unclear if the question is asking about computers or mobile devices, I have a City-issued desktop computer and a mifi for internet access. Personally, I have a laptop, cell phone and tablet.

3. What are those electronic devices? Of those electronic devices, which are city owned and are there any that owned personally that are used for City of Winchester business?

See above for a description of the devices. The laptop, cell phone and tablet are occasionally used for City business, but all files and emails are transmitted through and saved on the same servers used for all City employees.



SUBMITTED QUESTIONS

4. What is the average time that it takes for the City Manager to open and read anyone's electronic message?

The average time for opening and reading received messages varies depending on my daily responsibilities and meeting schedule. If I am in a meeting, I believe it's rude to not focus on the meeting and the persons that I am meeting with.

5. What is the average time that it takes for the City Manager to respond to anyone's electronic message?

Response time varies depending on the question asked and the amount of research that may be needed to provide a thorough reply. However, my goal is to reply to emails within 24 hours.

6. If a citizen sends a letter via US-Mail, what is typical response time?

Response time varies depending on the question that is asked and the amount of research that may be needed to provide a thorough reply. However, my goal is to reply to written correspondence within 5 business days of receipt.



SUBMITTED QUESTIONS

Q. How many yard sales can I hold per year?

A. The City Zoning Ordinance limits the number of yard sales on a residential property to two such sales within a 12-month period, with each sale being a maximum of 2 consecutive days. This number is regardless if the yard sale is strictly for personal use or a specialty yard sale where the proceeds may be going towards a community cause. Additionally, there are not any special opportunities or circumstances that allow a residential property to exceed this limit on the number of sales.



SUBMITTED QUESTIONS

Q. City Managers Town Hall Meeting, how did it come about? When did City Council have a public discussion on the idea of the City Manager hosting town hall meetings? When did the City Mgr's town hall meetings proposal come in front of City Council for a vote?

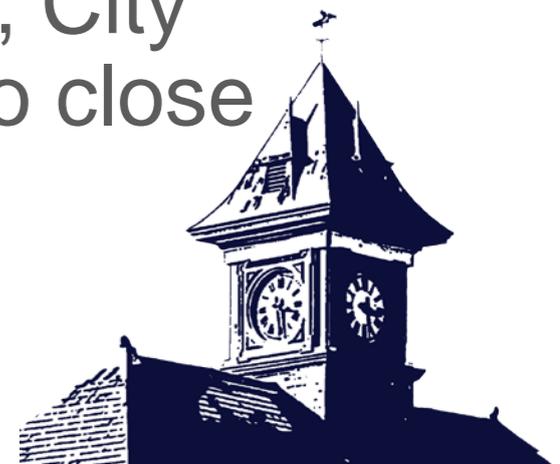
A. Council did not have a formal public discussion and a vote on holding a town hall meeting, nor was one required. However, Goal 4 of the Council-Adopted Strategic Plan is “Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation,” which would include community engagement tools such as town halls. Town Halls and other public meetings are a great opportunity for residents to directly engage with government operations, ask questions and share their concerns.



SUBMITTED QUESTIONS

Q. Will Boscawen Street be closed across the walking mall? The pillars where it crosses Loudoun St cause large blind spots and there is no visual warning to pedestrians (children in particular) that there is vehicular cross traffic.

A. Due to public safety concerns in this area, at the City Council retreat this past January, Council directed staff to prepare a schematic design and solicit public input on the possibility of closing Boscawen Street to through traffic between Indian Alley and Cameron Street. At an upcoming City Council work session, the initial schematic design will be provided to City Council for their review and staff will be requesting direction from Council on whether they want staff to move forward with a public open house to solicit comments on the proposal. Ultimately, City Council would need to take formal action if they wish to close this section of Boscawen Street.



SUBMITTED QUESTIONS

Q. Since your position as City Manager, what goals did you set for the City and what accomplishments have you attained for the Taxpayer?

- A. I do not set goals for the City. Goals are set by City Council, and with City staff, I work to achieve those goals. However, working with City Council and staff, we have seen numerous accomplishments during my tenure, including:
- Dramatically improved Citizen Satisfaction Survey results over three-year period to the highest ratings ever received by the City. This three year period directly coincides with my tenure.
 - Various strategic plan accomplishments ([list available online](#))
 - Grew City's fund balance reserve from 19% to 25% in three fiscal years while keeping tax rates constant. Reaffirmed AAA Bond rating through S&P in 2015 and 2017. Received first rating from Fitch Ratings of AA+ (strong) in 2016. Three consecutive "clean" audits.
 - Successful completion and transition to a new 800 MHz Public Safety Communications System which was ongoing for more than 10 years. The new system has significantly enhanced officer and first responder safety.
 - Significant increase in transparency, including: livestream Council meetings and online agenda materials; OpenGov for access to City financial information; searchable publication of City Code and Resolutions through online portal; implementation of Mobile App and Knowledgebase; City Manager's Week In Review report; etc.
 - Multiple capital improvement projects



SUBMITTED QUESTIONS

Q. Since City Council is your “boss” do you follow protocol in keeping them informed of important matters that require their input and permission beforehand?

A. Absolutely.



SUBMITTED QUESTIONS

Q. Seems as though you are a Democrat, is this the reason you do not have a good working relationship with the Comm. Of Revenue and the Treasurer?

A. My job is to be neutral in all aspects and I am not a member of any political party. I am a fiscal conservative who believes that government must be wise stewards of the taxpayer's dollar, and I have a proven track record of just that. I strive every day to build the strongest possible working relationships with all officials in Winchester, the Commonwealth, the Country, and other jurisdictions that may impact our citizens.



SUBMITTED QUESTIONS

Q. In the ideal candidate for City Manager states the Manager would understand politics but be wise enough not to participate. But you did in the last election of Comm of Revenue and Treasurer. Do you feel you have less authority not being able to control their elected jobs?

A. I did not and do not participate in politics beyond exercising my right to vote. I was cleared by City Council of the allegations that were levied against me. I believe there is merit to having separation of duties regarding the City's finances and do not feel that I have any less authority under the model of government utilized in Winchester.



SUBMITTED QUESTIONS

Q. Do you allow your Division Managers to perform their job without fear for termination by you? (This has been told by your employees).

A. Without question. I am not a micromanager and always support my team and want to see them succeed professionally and personally. We have an amazing City team that works well together and serves the community wholeheartedly and with professionalism. I am proud to serve along side them.



SUBMITTED QUESTIONS

Q. Do you feel you are a people person that can get along with all, as you are supposed to?

A. Yes, I am a people person and I believe anyone who knows me would say the same. However, it is not the City Manager's job to "get along" with everyone. It's my responsibility to ensure that the City is well run and follows the policies set by City Council. Unfortunately, that sometimes means that I have to tell someone "no" or may not agree with them on a topic. In that case, I am always professional, respectful and courteous.



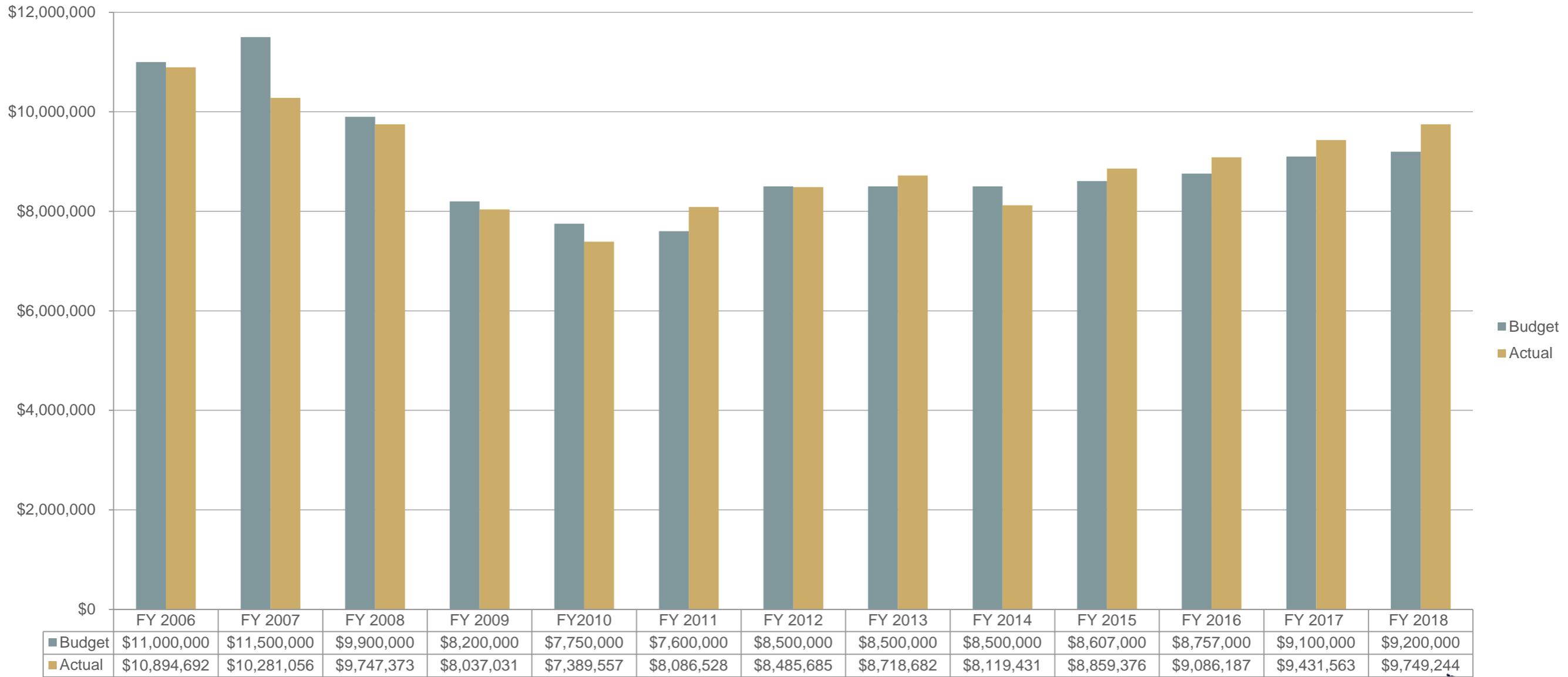
SUBMITTED QUESTIONS

Q. Sales tax revenue not meeting it's expectations but the increase in the Housing in the city do you see very shortly increase in all taxes necessary for the city to survive?

A. This is not correct. The city's sales tax revenue is exceeding expectations. However, it would be difficult for me to predict whether or not an increase in all tax rates would be necessary in the future.



SALES TAX BUDGET TO ACTUAL



SUBMITTED QUESTIONS

Q. Do you think the County should remove the statue of the Confederate Soldier from the mall? If so, why?

A. The statue belongs to Frederick County and not the City of Winchester and I have no opinion on the matter.



SUBMITTED QUESTIONS

Q. Mayor Smith made a statement in the local paper he felt uneasy when he walked by it. Do you feel the Mayor made a bad statement as being Mayor?

A. Mayor Smith is entitled to have his own opinion just as any resident, but if you have a question about any opinion that he has stated, I would encourage you to ask him.



SUBMITTED QUESTIONS

Q. How do you feel about the Senior Citizens who were born and raised here all their life and now on Social Security limited pension who are less fortunate in salary like you and others are able to survive in the City? (These same people raised their family made sure they received an education but did not ask for local, state or federal funds like they do today).

A. We value all residents in the city and I believe senior citizens are vitally important to a community as they contribute so much in wisdom, volunteerism, perspective, etc. The City has a proven record of supporting senior citizens ranging from our partnership with SAAA at the Active Living Center to social services programs.



SUBMITTED QUESTIONS

Q. Apple Blossom Festival, do you feel it should be cancelled in the future? If not do you want it under the control of your office?

A. No. The Shenandoah Apple Blossom Festival is an amazing community event that is managed by an army of dedicated volunteers who work hard to bring people together and promote our great community. I would never want to change that.



Winchester
Virginia

DISCUSSION

