

City Council Work Session

Tuesday, April 14, 2015

7:00 p.m.

Council Chambers – Rouss City Hall

AGENDA

1.0 Call to Order

2.0 Public 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 Discussion: Goal Development for the Multi-Year Strategic Plan – Craig Gerhart, Gerhart Enterprises, Inc. (pages 2-13)

3.2 R-2015-11: Resolution – Approval for an application for grant funding through the Virginia Department of Historic Resources for the purposes of preparing a PIF for the Northeast Winchester Historic District – Tim Youmans, Planning Director (pages 14-19)

3.2 R-2015-10: Resolution – Approval of the 2015 Annual Action Plan for the use of CDBG and HOME Allocations – Kimberly Murray, Director of Economic Redevelopment (pages 20-63)

3.4 Presentation: 2014 Annual Report – Amy Simmons, Marketing Coordinator/PIO/FOIA Officer/Interim Tourism Director (pages 64-81)

4.0 Monthly Reports

4.1 Fire & Rescue Department (pages 82-84)

4.2 Police Department (page 85)

5.0 Adjournment

CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

CITY COUNCIL/COMMITTEE MEETING OF: April 14, 2015 **CUT OFF DATE:** __

RESOLUTION X **DISCUSSION** **PUBLIC HEARING**

ITEM TITLE: Discussion Regarding Goal Development for the Multi-Year Strategic Plan

STAFF RECOMMENDATION: N/A

PUBLIC NOTICE AND HEARING: N/A

ADVISORY BOARD RECOMMENDATION: N/A

FUNDING DATA: N/A

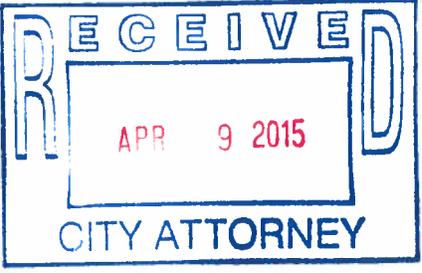
INSURANCE: N/A

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

| <u>DEPARTMENT</u> | <u>INITIALS FOR APPROVAL</u> | <u>INITIALS FOR DISAPPROVAL</u> | <u>DATE</u> |
|---------------------|------------------------------|---------------------------------|---------------------|
| 1. _____ | _____ | _____ | _____ |
| 2. _____ | _____ | _____ | _____ |
| 3. _____ | _____ | _____ | _____ |
| 4. _____ | _____ | _____ | _____ |
| 5. City Attorney | <i>[Signature]</i> | _____ | <i>4/9/2015</i> |
| 6. City Manager | <i>[Signature]</i> | _____ | <i>9 April 2015</i> |
| 7. Clerk of Council | _____ | _____ | _____ |

Initiating Department Director's Signature: *[Signature]* 9 April 2015
Date

City Manager



APPROVED AS TO FORM:
[Signature]
 CITY ATTORNEY *4/9/2015*

CITY COUNCIL ACTION MEMO

To: Honorable Mayor and Members of City Council
From: Eden Freeman, City Manager
Date: April 14, 2015
Re: Discussion Regarding Goal Development for the Multi-Year Strategic Plan

THE ISSUE: Presentation and discussion of the proposed goals for the Multi-Year Strategic Plan

RELATIONSHIP TO STRATEGIC PLAN: Discussion will relay the proposed Multi-Year Strategic Plan goals to Council.

BACKGROUND: Traditionally, the City Council adopts an annual or semi-annual strategic plan that guides City Staff’s activities, programs and initiatives for the duration of the plan. After reviewing the data acquired during the 2015 Council/Staff Retreat, various themes and trends were observed in the data. This information was used by City Staff to generate proposed goals for the Multi-Year Strategic Plan.

BUDGET IMPACT: Significant. The proposed Multi-Year Strategic Plan goals will heavily dictate the City of Winchester’s projects, activities and funding priorities for the City.

OPTIONS:

1. Approve the proposed Multi-Year Strategic Plan goals
2. Modify the proposed Multi-Year Strategic Plan goals
3. Reject the proposed Multi-Year Strategic Plan goals

FY 16 Strategic Plan Update

April 14, 2015



Today's Work

- Review Gathered Data and Strategic Plan Development Process
- Present Proposed Goals for FY16 Strategic Plan
- Identify Next Steps

Strategic Plan Construct

- Vision
- Mission
- Goals
 - City Staff used the visions and themes to generate proposed goals for the Strategic Plan
- Strategies
- Objectives
- Action Steps
- Community Outcome Measures

Vision 2028

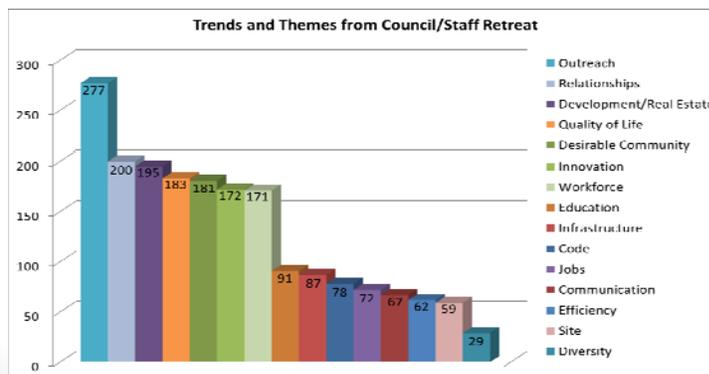
- To be a beautiful, historic city and a hometown for families with a vibrant downtown, growing economy, great neighborhoods with a range of housing options and easy movement.

Vision Elements from Council/Staff Retreat

- Beautiful city
- Economically powerful city
- Active, healthy, entertaining city
- Safe city
- Educated city
- Effectively governed city
- Cultural hub
- High tech city
- Changing, growing, evolving city
- Diverse and dynamic city

Goal Construction from Vision and Themes

- Council/Staff retreat data was used to generate themes and vision for FY16 Strategic Plan
- City Staff used these themes and visions were used to generate proposed goals for the FY16 Strategic Plan



Mission

- **Revised**
 - To provide a safe, vibrant, sustainable community while striving to constantly improve the quality of life for our citizens and economic partners.
- **Prior**
 - To be a financially sound City providing top quality municipal services while focusing on the customer and engaging our community.

Goal #1

- Vision - Economically Powerful City
- Goal - **Encourage Sustainable Economic Growth and Partnerships through Business and Workforce Development**
- Objectives
 - Will be prepared by individual departments
- Measures of Success
 - \$ of investment – New business location
 - \$ of investment – Existing business expansion
 - + average wage or + in targeted jobs
 - + median family income
 - + Educational levels
 - - Commercial vacancy rate
 - + Catalyst site property values

Goal #2

- Vision – Changing, growing, evolving city
 - Economically Powerful City
 - Beautiful City
 - Safe City
- Goal – **Promote and accelerate revitalization of targeted areas throughout the city**
- Objectives
 - Will be prepared by individual departments
- Measures of Success
 - + \$ private investment
 - Redevelopment of Winchester Towers
 - + % in assessed value of targeted areas/sites
 - # of revitalizations completed using incentives
 - \$ of investment – New business location
 - \$ of investment – Existing business expansion
 - + State enterprise zone \$ awarded

Goal #3

- Vision – Active, healthy, entertaining city
 - Educated city
 - Cultural hub
 - Safe City
 - Beautiful City
- Goal – **Advance quality of life for Winchester residents**
- Objectives
 - Will be prepared by individual departments
- Measures of Success
 - % of roads and sidewalks improved
 - # linear feet of Green Circle Trail completed
 - + educational attainment + community education levels
 - + participation in events and recreational programs
 - - crime rates and response times
 - - number of drug-related incarceration and overdose deaths

Goal #4

- Vision – Effectively governed City
High tech City
- Goal – **Improve City services and advance the City's strategic plan goals by promoting a culture of transparency, efficiency and innovation**
- Objectives
 - Will be prepared by individual departments
- Measures of Success
 - + citizen satisfaction rates (survey)
 - + web and social media engagement
 - + emergency notification system citizen participation
 - - employee safety and turnover metrics
 - Service accreditations and bond rating

Next Steps

- Council consider and adopt proposed multi-year Strategic Plan goals at next meeting
- After Council's adoption of the proposed multi-year Strategic Plan goals, City Staff will compile strategies and objectives for each goal
- These objectives will further explain each goal and provide measurable achievements within each goal
- City Staff will propose departmental actions items for each goal that will implement the objectives within each goal

Questions or
Comments?

STRATEGIC 2014 PLAN 2015



The City of Winchester uses a robust strategic planning process to identify and address significant community issues. The process involves both the City Council and staff and includes a vision statement, mission and four goals.

GOAL 1

GROW THE ECONOMY

ACTIONS:

- Meadow Branch Avenue Development
- Conference Center Development
- Enterprise Zone: Next Steps
- Retail Attraction/Retention Strategy
- Patsy Cline Economic Redevelopment Strategy
- Zero Pak Redevelopment

OBJECTIVES:

- Develop a workforce prepared for 21st century
- More higher paying jobs for residents
- Expand educational programs linked to medical and healthcare job opportunities
- Increase number of start up businesses
- More diverse local economy
- Increased high tech businesses and jobs

GOAL 2

MORE LIVABLE CITY FOR ALL

ACTIONS:

- City Gateway Beautification Project
- North End Redevelopment Strategy
- Housing Stock Condition Assessment
- Frederick Douglass Park Improvements
- Youth Activities and Employment
- Development Standards
- John Kerr Elementary & Schools Master Plan

OBJECTIVES:

- Revitalize the North End and other downtown neighborhoods
- Improve neighborhood parks with amenities
- Manage future growth
- Upgrade city school facilities
- Revitalize center city neighborhoods
- Create a safe community
- Create a more bikable and walkable city

GOAL 3

DEVELOP A HIGH PERFORMING ORGANIZATION

ACTIONS:

- Public Safety Communications System
- Incentives for City/School Employees
- Community Events Policy
- Citizen/Community Survey

OBJECTIVES:

- Attract, develop and retain a quality City workforce including management succession capacity
- Increase teamwork and collaboration
- Upgrade, increase the use of information technology to improve productivity and customer service
- Provide adequate resources for the defined core City services and service levels
- Maintain a high level of customer satisfaction
- Maintain competitive compensation/benefits
- Improve internal and external communications

GOAL 4

CONTINUE REVITALIZATION OF OLD TOWN

ACTIONS:

- Old Town Gateway Enhancements
- Comprehensive Parking Strategy
- Downtown Branding and Materials Plan Development

OBJECTIVES:

- Continue investment by EDA in Old Town
- Retain and increase professional service/technology businesses
- Increase the number of residents living in downtown through mixed-use development
- Establish an "Arts and Entertainment" district
- Increase private investment in façade upgrades and second/upper floor development
- Expand efforts to all parts of Secondary District

www.WinchesterVA.gov

MISSION:

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



VISION 2028:

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

STRATEGIC PLAN 2015-2016



DRAFT

GOAL
1

ENCOURAGE SUSTAINABLE ECONOMIC GROWTH AND PARTNERSHIPS THROUGH BUSINESS AND WORKFORCE DEVELOPMENT

ACTIONS:

OBJECTIVES:

GOAL
2

PROMOTE AND ACCELERATE REVITALIZATION OF TARGETED AREAS THROUGHOUT THE CITY

ACTIONS:

OBJECTIVES:

GOAL
3

ADVANCE QUALITY OF LIFE FOR WINCHESTER RESIDENTS

ACTIONS:

OBJECTIVES:

GOAL
4

IMPROVE CITY SERVICES AND ADVANCE THE CITY'S STRATEGIC PLAN GOALS BY PROMOTING A CULTURE OF TRANSPARENCY, EFFICIENCY AND INNOVATION

ACTIONS:

OBJECTIVES:

A RESOLUTION ADOPTING THE MULTI-YEAR STRATEGIC PLAN GOALS

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, the City of Winchester's strategic planning model includes an annual retreat by the City Council and City Staff; and

WHEREAS, after the City of Winchester's annual retreat in January 2015, City Staff analyzed the resulting data and hereby proposes the following goals for the City of Winchester's Multi-Year Strategic Plan.

- Goal 1: Encourage Sustainable Economic Growth and Partnerships through Business and Workforce Development
- Goal 2: Promote and Accelerate Revitalization of Targeted Areas throughout the City
- Goal 3: Advance Quality of Life for Winchester Residents
- Goal 4: Improve City Services and Advance the City's Strategic Plan Goals by Promoting a Culture of Transparency, Efficiency and Innovation

NOW, THEREFORE BE IT RESOLVED, the City Council hereby adopts the aforementioned goals for the Multi-Year City of Winchester Strategic Plan.

CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

CITY COUNCIL MEETING OF: 4/28/15 (Regular meeting) CUT OFF DATE: 04/9/15

RESOLUTION ORDINANCE PUBLIC HEARING

ITEM TITLE: Northeast Winchester National Historic District PIF- CLG Grant Match Request

STAFF RECOMMENDATION: Approve

PUBLIC NOTICE AND HEARING: N/A

ADVISORY BOARD RECOMMENDATION: N/A

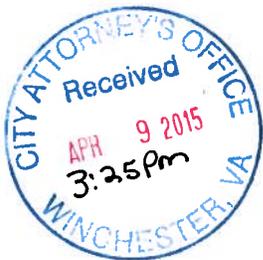
FUNDING DATA: Local Match request for up to \$5,000

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 | <i>[Signature]</i> | | 4/9/2015 |
| 2. City Manager | <i>[Signature]</i> | | 9 April 2015 |
| 3. Clerk of Council | | | |
| | | | |
| | | | |

Initiating Department Director's Signature: *[Signature]* 4/9/15
(Planning Dept)



APPROVED AS TO FORM:
[Signature] 4/9/2015
CITY ATTORNEY

CITY COUNCIL ACTION MEMO

To: Mayor and Members of City Council
From: Tim Youmans, Planning Director
Date: April 9, 2015
Re: Northeast Winchester National Historic District PIF- CLG Grant Match Request

THE ISSUE:

The request is to apply for Certified Local Government (CLG) grant money to undertake a Preliminary Information Form (PIF) for the potential Northeast Winchester National Historic District. The grant requires a local match recommended to be at least 50% of the project cost. The deadline to apply for this year's program is May 15th.

RELATIONSHIP TO STRATEGIC PLAN:

High Priority- National Historic District: Direction

BACKGROUND:

As part of the approved MOA's for the Emergency Communication tower project and the National Avenue Gateway project, the City agreed to apply for CLG grant money to undertake a Preliminary Information Form (PIF) for the potential Northeast Winchester National Historic District within one year of execution of the MOA's.

BUDGET IMPACT:

The exact project cost is still being determined, but is estimated to be well under \$10,000. A local match of up to \$5,000 is being requested for approval, but the exact percentage would be 50% of the total cost to hire a consultant to prepare the PIF.

OPTIONS:

- 1) Authorize the filing of a CLG grant request with up to \$5,000 of local match funding
- 3) Defer further action at this time.

RECOMMENDATIONS:

Staff recommends Option #1.

A RESOLUTION TO APPROVE AN APPLICATION FOR GRANT FUNDING THROUGH THE VIRGINIA DEPARTMENT OF HISTORIC RESOURCES FOR THE PURPOSES OF PREPARING A PIF FOR THE NORTHEAST WINCHESTER HISTORIC DISTRICT

WHEREAS, the City of Winchester (“City”) is recognized as a Certified Local Government within the Commonwealth of Virginia; and, as such, is eligible to apply for and receive grant funding through the Virginia Department of Historic Resources (“DHR”) for the expressed purposes of cultural resource surveys and register district nominations, among other projects; and,

WHEREAS, the City is required to complete a Preliminary Information Form (PIF) for the Northeast Winchester Historic District as part of a Memorandum of Agreement between the City and DHR which also requires the City to apply for Certified Local Government (CLG) grant funding for the PIF study.

NOW, THEREFORE, BE IT RESOLVED by the Common Council of the City of Winchester that pursuant to the enabling legislation of the Code of Virginia, that the Common Council hereby affirms the findings and requirements of the grant application; and,

BE IT FURTHER RESOLVED that the City Manager or her designee apply for the grant funding opportunity through the Department of Historic Resources to receive an award with a local match of up to \$5,000 for the expressed purposes of preparing a PIF for the Northeast Winchester Historic District; and,

BE IT FURTHER RESOLVED that the Common Council hereby authorizes the President of Council to execute any documents requiring execution by an elected official on behalf of the City of Winchester in furtherance of said grant application.

**REQUEST FOR APPLICATIONS – 2015-16 CLG Sub-grant Program
March 2015**

Applications will be received until **4:00 pm, Friday, May 15, 2015**. Applicants must submit **two (2)** copies of each application--**one** printed original application (with original signatures) **and one (1) electronic copy by email or disc**. Receipt of the electronic copy by the deadline will suffice for eligibility, provided that the hard copy with original section arrives by close of business, Friday, May 22, 2015. All inquiries for information should be directed as follows:

Aubrey Von Lindern 540-868-7029
Aubrey.Vonlindern@dhr.virginia.gov

Hard copy applications should be mailed or hand delivered to: Aubrey Von Lindern, Virginia Department of Historic Resources, Northern Regional Preservation Office, P.O. Box 519 5357 Main Street Stephens City, Virginia 22655 (Please waive the need for signature if UPS or FedEx delivery. Call 540-868-7029 to ensure that someone will be in the office to accept delivery of parcels.)

By submitting an application, the undersigned agrees to comply with all terms and conditions set forth in this Request for Applications or as mutually agreed upon by subsequent negotiation.

Name of Project: Northeast Winchester Historic District PIF
Grant Period: **Date of Execution of Grant Agreement** Ending Date: **June 30, 2016**

| Amount of Award Requested | Matching Share Offered | Total Project Cost |
|---------------------------|------------------------|--------------------|
| | | |

Name and Address of Applicant

Name: City of Winchester
Address: 15 N. Cameron St
Winchester, VA 22601
FEI/FIN #: 546001683
Telephone #: 540-667-1815
Fax Number: 540-722-3618

Local Project Coordinator

Name: Timothy A. Youmans
Title: Planning Director
Address: 15 N. Cameron St Winch, VA
Telephone #: 540 667-1815
E-mail Address: timothy.youmans@winchesterva.gov

Authorized Applicant's Signature: 
Printed Name and Title: Timothy A. Youmans, Planning Director
Date: April 29, 2015

NARRATIVE STATEMENT OF PROJECT DESCRIPTION

(Use additional sheets, as necessary.)

The creation of a PIF for the Northeast Winchester Historic District was stipulated in two separate memoranda of agreement pertaining to two very different City projects deemed to have an impact on the area designated as potentially eligible for designation as the Northeast Winchester Historic District. This included one MOA for the City's emergency communication tower and one for the National Avenue Gateway project.

Relevant excerpts from the MOA for the emergency communication tower read:

MEMORANDUM OF AGREEMENT AMONG THE FEDERAL COMMUNICATIONS COMMISSION, THE VIRGINIA STATE HISTORIC PRESERVATION OFFICER, AND THE CITY OF WINCHESTER REGARDING THE CONSTRUCTION OF A PUBLIC SAFETY COMMUNICATIONS TOWER IN WINCHESTER, VIRGINIA

WHEREAS, The City of Winchester ("City") proposes to construct a 150-foot self-supporting monopole public safety tower (total height including 10 foot lightning rod) at the Timbrook Public Safety Center, 231 E. Piccadilly Street, Winchester, Virginia....

NOW THEREFORE, the FCC, the SHPO, and City agree that the undertaking has been implemented or shall be implemented in accordance with the following stipulations in order to take into account the effect of the undertaking on historic properties, and that these measures shall constitute full, complete and adequate mitigation measures under the NHPA and the implementing regulations of the Advisory Council and the FCC.

STIPULATIONS

II. MITIGATING ACTIONS

- A. The City shall complete or cause to be completed a Preliminary Information Form (PIF) for the potentially NRHP eligible Northeast Winchester Historic District (Virginia SHPO Identification No. 138-5011) as identified on the map in Attachment A. The project shall focus on resources along National Avenue as well as intersecting streets to the north and south and comprises a neighborhood of mainly early twentieth century dwellings.
- B. The City will apply for a grant through Certified Local Government Funds (CLGF) in 2015 to complete the PIF.
- C. The PIF shall be completed within (12) months from the date the grant funds are received by the City. If no grant funds are received, the PIF shall be completed within thirty-six (36) months from execution of this agreement, pending funding approval from the Winchester Common Council. If the Winchester Common Council does not approve funding for the PIF then the

signatory parties to the Agreement shall amend the Agreement pursuant to Stipulation below

- The City shall provide the SHPO's Northern Regional Preservation Office a draft of the PIF for its review and comment. The Virginia SHPO shall utilize its standard internal procedures to review and respond to the City on a draft PIF.

Relevant excerpts from the MOA for the National Avenue Gateway project read:

MEMORANDUM OF AGREEMENT BETWEEN THE LOCALITY OF WINCHESTER, VIRGINIA AND THE COMMONWEALTH OF VIRGINIA, DEPARTMENT OF HISTORIC RESOURCES, REGARDING THE REALIGNMENT OF NATIONAL AVENUE IN THE CITY OF WINCHESTER, VIRGINIA

WHEREAS, The City of Winchester [the Locality] proposes to realign a section of National Avenue in Winchester, Virginia, located at the intersection of Highland Avenue and National Avenue in Northeastern Winchester and depicted in Attachment A (State Project Number 0007-138-R15, C501; UPC 105424; Virginia Department of Historic Resources [DHR] File Number 2014-0348), herein referred to as the Project...

NOW THEREFORE, The Locality and the DHR agree that the Project shall be implemented in accordance with the following stipulations in order to take into account the effects of the Project on historic properties.

STIPULATIONS

The Locality shall ensure that the following stipulations are implemented:

I. CREATION OF A PRELIMINARY INFORMATION FORM FOR THE NORTHEAST WINCHESTER HISTORIC DISTRICT (DHR INVENTORY NO. 138-5011)

a. Within one (1) year of the execution of this Memorandum of Agreement (Agreement) the Locality shall prepare or cause to be prepared a DHR Preliminary Information Form (PIF) for the Northeast Winchester Historic District. The PIF shall meet all DHR criteria pursuant to Stipulation IV.b. below, and allow the DHR to render a formal eligibility determination for the district.

b. The Locality shall submit the draft PIF to the DHR Northern Regional Preservation Office pursuant to DHR's existing procedures and processes for review of PIF forms.

c. The Locality shall revise the draft PIF to include all edits provided by the DHR and submit a draft final document to the DHR within thirty (30) days of receipt of DHR's comments.

d. This stipulation shall not be complete until a final PIF for the Northeast Winchester Historic District is approved and accepted by DHR.

CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

CITY COUNCIL/COMMITTEE MEETING OF: April 14, 2015 **CUT OFF DATE:**

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

ITEM TITLE: Approval of the City of Winchester's 2015 Annual Action Plan for the use of Community Development Block Grant and HOME Allocations during Program Year 2015

STAFF RECOMMENDATION: City Staff recommends the approval of the 2015 Annual Action Plan

PUBLIC NOTICE AND HEARING: Authorize advertisement of proposed use of CDBG and HOME funds for Annual Action Plan for purposes of receiving public comment and hold public hearing April 28th, 2015.

ADVISORY BOARD RECOMMENDATION: The City's Community Development Committee and Northern Shenandoah Valley Regional Commission's Housing & Community Services Policy Board have discussed and recommend the attached Annual Action Plan

FUNDING DATA: Provides Prioritization in the Delegation of CDBG and HOME Allocations

INSURANCE: N/A

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

| <u>DEPARTMENT</u> | <u>INITIALS FOR APPROVAL</u> | <u>INITIALS FOR DISAPPROVAL</u> | <u>DATE</u> |
|---------------------|------------------------------|---------------------------------|-------------------|
| 1. Finance | <i>JB</i> | | <i>4-2-15</i> |
| 2. _____ | | | |
| 3. _____ | | | |
| 4. _____ | | | |
| 5. City Attorney | <i>[Signature]</i> | | <i>4/9/2015</i> |
| 6. City Manager | <i>[Signature]</i> | | <i>9 APR 2015</i> |
| 7. Clerk of Council | | | |

Initiating Department Director's Signature: *Amberly L. Munn* Date: *4/9/15*
 Economic Redevelopment Director



APPROVED AS TO FORM:
[Signature]
CITY ATTORNEY *4/9/2015*

CITY COUNCIL ACTION MEMO

To: Honorable Mayor and Members of City Council
From: Tyler Schenck, Economic Development Coordinator
Date: April 14, 2015
Re: Adoption of the City of Winchester's 2015 Annual Action Plan

THE ISSUE: Recipient jurisdictions of Community Development Block Grant, HOME Investment Partnership, Emergency Shelter or Housing for Persons with AIDS/HIV program funding must submit to the US Department of Housing and Urban Development (HUD) an Annual Action Plan for use of CDBG and HOME allocations in a given fiscal year.

RELATIONSHIP TO STRATEGIC PLAN: Goal 2: Create a More Livable City for All

BACKGROUND: 2015 allocations from HUD are as follows:

CDBG: \$243,921
HOME: \$463,448

The Annual Action Plan will be final upon Council's approval on April 28th. The proposed breakdown of this year's Annual Action Plan for CDBG and HOME funding is displayed below:

CDBG Program

- \$219,528.90 to Repayment of Section 108 Loan
- \$24,392.10 to Administrative Activities

HOME: \$463,448

- \$46,344.80 to Administrative Activities
- \$46,344.80 to Tenant Based Rental Assistance in Region
- \$46,344.80 to Owner Occupied Home Repair in Region
- \$301,241.20 for Rental Housing Development in Region
- \$23,172.40 for CHDO Predevelopment Loan in Region

BUDGET IMPACT: The adoption of the Annual Action Plan dictates how CDBG and HOME funds will be allocated during program year 2015.

OPTIONS: Council may approve or disapprove the Annual Action Plan

RESOLUTION ADOPTING THE CITY OF WINCHESTER'S 2015 ANNUAL ACTION PLAN FOR THE USE OF COMMUNITY DEVELOPMENT BLOCK GRANT AND HOME ALLOCATIONS DURING PROGRAM YEAR 2015

WHEREAS, agencies that receive U.S. Department of Housing and Urban Development (HUD) funds must prepare and submit an annual action plan; and

WHEREAS, the City of Winchester desires to receive HUD funds to develop a viable urban community and to expand economic opportunities; and

WHEREAS, the City of Winchester has developed an annual action plan and has satisfactorily followed HUD requirements for the creation of the document.

NOW THEREFORE BE IT RESOLVED, that the adoption of this Resolution shall serve as the Winchester City Council's approval of the City of Winchester's 2015 Annual Action Plan; and,

BE IT FURTHER RESOLVED, that the Mayor, or presiding officer, is hereby authorized to affix her signature to this Resolution signifying its adoption by the City Council of the City of Winchester, and the City Clerk, or her duly appointed deputy, is directed to attest thereto; and,

BE IT FURTHER RESOLVED, that the Winchester City Council approves of the City Manager's submission of the City of Winchester's 2015 Annual Action Plan to the U.S. Department of Housing and Urban Development.

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

TO: HONORABLE MAYOR AND MEMBERS OF THE WINCHESTER CITY COUNCIL
FROM: TYLER SCHENCK, ECONOMIC DEVELOPMENT COORDINATOR
DATE: APRIL 14, 2015
RE: ADOPTION OF 2015 ANNUAL ACTION PLAN FUNDING PRIORITIES

SUBJECT

Recipient jurisdictions of Community Development Block Grant (CDBG), HOME Investment Partnership, Emergency Shelter or Housing for Persons with AIDS/HIV program funding must submit to the US Department of Housing and Urban Development (HUD) an Annual Action Plan for use of CDBG and HOME allocations in a given fiscal year.

These annual action plans dictate how participating jurisdictions allocate their annual allocations. Per the current agreement with the Northern Shenandoah Valley Regional Commission (NSVRC), the City of Winchester is responsible for setting the allocation priorities related to the use of CDBG funds (\$243,921 for program year 2015) and any other community development resources made available. The NSVRC is responsible for setting the allocation priorities for the use of HOME funds. A required public comment period has been set for March 18, 2015 - April 16, 2015. The 2015 Annual Action Plan is due to HUD no later than May 15, 2015.

RECOMMENDATION

City Staff recommends that the Winchester City Council adopts the attached 2015 Annual Action Plan and the following CDBG funding priorities:

- \$219,528.90 to Repayment of Section 108 Loan
- \$24,392.10 to Administrative Activities

Utilizing this prioritization will continue our efforts to repay the outstanding Section 108 Loan in approximately 2-3 years.

The final 2015 Annual Action Plan will be distributed to the public and members of the Community Development Committee upon the Winchester City Council's approval.

Notice of Public Comment on Housing and Community Development Priorities: 2015 Annual Action Plan; Notice of Public Comment on Amendment to Public Participation Plan

Concurrent public comment periods will be held March 18, 2015 through April 16, 2015 on the 2015 Annual Action Plan and Amendments to Northern Shenandoah Valley Regional Commission's Public Participation Plan. The Annual Action Plan includes the following proposed use of CDBG funding in the City of Winchester and HOME funding throughout the Northern Shenandoah Valley for the upcoming program year. Please note that the CDBG funds in Winchester are directed by the Community Development Committee and Winchester City Council, while the regional HOME funds are directed by the Housing and Community Services Policy Board and the NSVRC. Copies of the Plan are available from the City of Winchester or NSVRC.

2015 Annual Action Plan Priorities:

CDBG PROGRAM

- \$219,528.90 to repayment of Section 108 Loan for the Taylor Hotel Rehabilitation Project
- \$24,392.10 to Administrative Activities

HOME PROGRAM

- \$46,344.80 to Administrative Activities
- \$46,344.80 to Tenant Based Rental Assistance Region Wide
- \$46,344.80 to Owner Occupied Home Repair in Clarke County
- \$301,241.20 for Rental Housing Development in Warren County
- \$23,172.40 for CHDO PreDevelopment Loan

Please take note of the opportunity for public comment, outlined below: The City of Winchester staff will receive public comment on proposed use of CDBG funds and the Northern Shenandoah Valley Regional Commission (NSVRC) staff will receive public comment on the proposed priorities HOME funding during a 30 day public comment period, March 18 – April 16, 2015. A public information and input session regarding the proposed use of CDBG funds will be held on March 24th 2015 in conjunction with the Community Development Committee Meeting following the 8 am Economic Development Authority Meeting.. A public information and input session regarding the proposed use of HOME funds will be held on April 2nd 2015 from 9:30-10:30 am at the NSVRC office located at 400E Kendrick Lane in Front Royal. Copies of the Plan are available from the respective office(s). Citizens may attend the meetings and participate or direct comments in writing for CDBG to the City of Winchester Attn: Department of Finance, 15 North Cameron Street Winchester VA 22601; or for HOME to the NSVRC, Attn: Community Development Program, 400E Kendrick Lane Front Royal Virginia 22630. Interpretation and special needs services are available for both public meetings upon request. Individuals that request accommodations for accessibility or language should contact the City of Winchester or NSVRC at least 7 days prior to assure requests can be accommodated.

The EDA and Housing and Community Services Policy Board will review all comments received during the input period prior to forwarding the 2015 Annual Action Plan priorities to the NSVRC and the Winchester City Council for approval of the 2015 Action Plan priorities for submission to HUD no later than May 15th, 2015.

The City of Winchester and NSVRC ensures nondiscrimination and equal employment in all programs and activities in accordance with Title VI and Title VII of the Civil Rights Act of 1964. If you have questions or concerns about your civil rights in regards to this program or special assistance for persons with disabilities or limited English proficiency, contact the office(s) listed above.

Executive Summary

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The purpose of the 2015 Annual Action Plan is to continue to develop specific objectives and projects to meet goals identified in the 2013-2017 Consolidated Plan. CDBG priorities were identified by the Winchester Community Development Committee. 2015 HOME funding priorities were identified by the Housing & Community Services Policy Board to address: HOME program administration, CHDO eligible activities, owner-occupied home repair, rental housing development, and tenant based rental assistance.

2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

CDBG priorities were identified by the Winchester Community Development Committee. For 2015, this includes the 90% use of funds for the repayment of the Section 108 Loan Repayment and 10% for CDBG program administration.

HOME priorities were identified by the Housing and Community Services Policy Board:

- 5% of funding available in FY 2016 for a Technical Assistance/ PreDevelopment Loan for a certified Community Housing Development Organization (CHDO) interested in site selection/feasibility for development of Permanent Supportive Housing;
- 10% of funding available in FY 2016 for Program Administration, Planning and Monitoring;
- 10% of funding available in FY 2016 for Owner Occupied Home Repair with preference to applicants in the Josephine City Neighborhood;
- 10% of funding available in FY 2016 for Tenant Based Rental Assistance throughout the region;
and
- 65% of funding available in FY 2016 for Rental Housing Development in Warren County.

3. Evaluation of past performance

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

The 2013-2017 Consolidated Plan proposes the following objectives & outcomes; which in turn drives the development of the Annual Action Plan goals identified in the preceding response.

- Increasing availability of safe, decent, affordable housing.
- Providing variety of housing choices throughout the region.
- Addressing special needs populations (homeless, elderly, disabled, veterans, HIV/Aids).
- Providing supportive services in housing options.
- Planning for community infrastructure

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

Citizen Participation is a vital part of the Annual Action Planning Process. Citizen Participation was solicited and welcomed through a number of avenues throughout the Consolidated Planning process. An advertisement for public comment was solicited through two (2) locally circulated newspapers (Winchester Star & Northern VA Daily) from March 18th through April 16th. The Winchester Community Development Committee and regional Housing and Community Service Policy Board meetings are open to the public and advertised with local media outlets. In addition, anyone may request to be added to the distribution list for meeting notices, discussion topics and program updates.

The Northern Shenandoah Valley Regional Commission (NSVRC) in its role as a local body for regional collaboration has actively solicited input from public and private entities to enhance its consolidated planning activities. The NSVRC has a regional Housing & Community Services Policy Board (HCSPB) that meet's bi-monthly and is composed of local leaders representing the health care, education, social services, real estate, workforce investment, economic development, special interest, government and planning sectors. This body serves as the principle group for the evaluation for the consortiums effort to undertake housing and development activities with federal funds (primarily HOME). This coordination creates a comprehensive network of local experts providing input, outreach and feedback on HOME funded activities to meet the local market conditions.

The City of Winchester utilizes a Community Development Committee (CDC) comprised of City elected officials, key staff, non-profits, and other local stakeholders to inform community development activities, primarily those related to public infrastructure, within the City of Winchester.

Public Comment period ended with a public hearing at the regular City Council meeting in April 28, 2015. Public comment is summarized below.

Finally, the Citizen Participation Plan calls for specific meetings where public input may be heard by elected officials. To date, the City Council had a 30 day public comment period as well as public hearings regarding the Plan at their regular meetings.

A draft summary of the proposed 2015 Annual Action Plan was published on March 7, 2015 in the area's local newspapers. Copies of the proposed plan were also made available at government offices as well as on the City of Winchester and NSVRC Community websites. Public Comment is received year-round, but was particularly solicited during the 30 day public comment period from March 18 to April 16, 2015. The Public Comment period ended with a public hearing at the regular City Council meeting on April 28, 2015.

Finally, the Citizen Participation Plan calls for specific meetings where public input may be heard by elected officials. To date, the City Council had a 30 day public comment period as well as public hearings regarding the Plan at their regular meetings.

A draft summary of the proposed 2015 Annual Action Plan was published on March 18th, 2015 in the area's local newspapers. Copies of the proposed plan were also made available at government offices as well as on the City of Winchester and NSVRC Community websites. Public Comment is received year-round, but was particularly solicited during the 30 day public comment period from March 18 to April 16, 2015. The Public Comment period ended with a public hearing at the regular City Council meeting on April 28, 2015.

5. Summary of public comments

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

6. Summary of comments or views not accepted and the reasons for not accepting them

7. Summary

PR-05 Lead & Responsible Agencies – 91.200(b)

1. Agency/entity responsible for preparing/administering the Consolidated Plan

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

| Agency Role | Name | Department/Agency |
|-----------------------|------------|--------------------------------------|
| Lead Agency | WINCHESTER | |
| CDBG Administrator | WINCHESTER | Department of Economic Redevelopment |
| HOPWA Administrator | | |
| HOME Administrator | | Community Development |
| HOPWA-C Administrator | | |

Table 1 – Responsible Agencies

Narrative (optional)

Consolidated Plan Public Contact Information

CDBG Program: Tyler Schenck (Tyler.Schenck@winchesterva.gov)

HOME Program: Alex Schweiger (aschweiger@nsvregion.org)

AP-10 Consultation – 91.100, 91.200(b), 91.215(I)

1. Introduction

Consultation with a variety of stakeholder groups is vital to the successful development and implementation of a Annual Action Plan. The Northern Shenandoah Valley Regional Commission (NSVRC) in its role as the lead for the Consolidated Plan utilized consultation from federal, state and local governments, local planners, housing providers, service providers, human health providers and homeless service providers in the development of the Plan.

Provide a concise summary of the jurisdiction’s activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I))

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.

To better inform the process, the HCSPB (described above) utilizes the Northern Shenandoah Valley Homeless Coalition which also serves a dual role as the region's Continuum of Care (CoC) to address the needs of homeless persons and persons at risk of homelessness. The CoC in 2012 merged with the Rockingham/Harrisonburg CoC to form the Northern Shenandoah Valley CoC (VA-513) and partnered with the Virginia Coalition to End Homelessness (VCEH) to serve as the staff to the CoC. The Northern Shenandoah Valley Regional Commission continues to serve as the lead agency for the CoC, providing staff and financial support.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS

Currently, the Northern Shenandoah Valley CoC does not utilize Emergency Shelter Grant (ESG) funds. In the past ESG funds were pursued by individual organizations through the TAN/CoC and the Regional Commission through the City of Winchester certified that the applications for funding were consistent with the 2008-2012 Consolidated Plan. The CoC is the primary body responsible for developing, maintaining and reporting data through the Homeless Management Information Systems (HMIS). To better utilize existing data, the CoC through the lead agency (NSVRC) contracted in 2011 with Homeward, VA (and Service Point) for HMIS services, training and database management. Performance standards were developed by Homeward to meet US Department of Housing and Urban Development

(HUD) requirements. As part of the Ten (10) Year Plan to End Homelessness the CoC plans to develop and adopt performance standards to evaluate outcomes of the Region's Ten Year Plan.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities

Table 2 – Agencies, groups, organizations who participated

| | | |
|---|--|---|
| 1 | Agency/Group/Organization | Northern Shenandoah Valley Continuum of Care (CoC) VA-513 |
| | Agency/Group/Organization Type | Regional organization |
| | What section of the Plan was addressed by Consultation? | Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Market Analysis Anti-poverty Strategy |
| | Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination? | Continuum of Care provided input specifically regarding homelessness, homeless facilities, and services. The Continuum of Care also confirmed housing needs assessment information |
| 2 | Agency/Group/Organization | City of Winchester |
| | Agency/Group/Organization Type | Other government - Local |
| | What section of the Plan was addressed by Consultation? | Economic Development |
| | Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination? | Grantee for CDBG and HOME Program; set CDBG priorities for Annual Action Plan. |
| 3 | Agency/Group/Organization | NORTHERN SHENANDOAH VALLEY REGIONAL COMMISSION |
| | Agency/Group/Organization Type | Regional organization Planning organization |

| | |
|--|---|
| <p>What section of the Plan was addressed by Consultation?</p> | <p>Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Market Analysis Economic Development Anti-poverty Strategy Lead-based Paint Strategy</p> |
| <p>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</p> | <p>Lead entity for HOME program; set priorities for HOME program.</p> |

Identify any Agency Types not consulted and provide rationale for not consulting

Consultation with a variety of stakeholder groups is vital to the successful development and implementation of a Consolidated Plan. The Northern Shenandoah Valley Regional Commission (NSVRC) in its role as the lead for the Consolidated Plan utilized consultation from federal, state and local governments, local planners, housing providers, service providers, human health providers and homeless service providers in the development of the Plan. NSRC used a variety of outreach and marketing types to ensure comprehensive coverage for consultation. No agency types were directly omitted from the consultation process.

Other local/regional/state/federal planning efforts considered when preparing the Plan

| Name of Plan | Lead Organization | How do the goals of your Strategic Plan overlap with the goals of each plan? |
|-------------------|--|--|
| Continuum of Care | Northern Shenandoah Valley Regional Commission | 10 Year Plan to End Homelessness data is used in setting priorities for the 2015 Action Plan |

Table 3 – Other local / regional / federal planning efforts

Narrative (optional)

AP-12 Participation – 91.105, 91.200(c)

**1. Summary of citizen participation process/Efforts made to broaden citizen participation
Summarize citizen participation process and how it impacted goal-setting**

Citizen Participation is a vital part of the Annual Action Planning Process. Citizen Participation was solicited and welcomed through a number of avenues throughout the Consolidated Planning process. An advertisement for public comment was solicited through two (2) locally circulated newspapers (Winchester Star & Northern VA Daily) from March 18t to April 16th, 2015. The Winchester Community Development Committee and regional Housing and Community Service Policy Board meetings are open to the public and advertised with local media outlets. In addition, anyone may request to be added to the distribution list for meeting notices, discussion topics and program updates.

Finally, the Citizen Participation Plan calls for specific meetings where public input may be heard by elected officials. To date, the City Council had a 30-day public comment period as well as public hearings regarding the Plan at their regular meetings.

A draft summary of the proposed 2015 Annual Action Plan was published on March 18, 2015 in the area’s local newspapers. Copies of the proposed plan were also made available at government offices as well as on the City of Winchester and NSVRC Community websites. Public

Comment is received year-round, but was particularly solicited during the 30-day public comment period from March 18 to April 16, 2015. The

Public Comment period ended with a public hearing at the regular City Council meeting on April 28th, 2015. Public comment is summarized below.

Citizen Participation Outreach

| Sort Order | Mode of Outreach | Target of Outreach | Summary of response/attendance | Summary of comments received | Summary of comments not accepted and reasons | URL (If applicable) |
|------------|------------------|--------------------|--------------------------------|------------------------------|--|---------------------|
| | | | | | | |

Table 4 – Citizen Participation Outreach

Annual Action Plan
2015

10

Expected Resources

AP-15 Expected Resources – 91.220(c) (1, 2)

Introduction

Based on FY 2016 entitlement allocations. All anticipated resources are estimates until Annual Action Plan is approved; leveraged funds will also be necessary to ensure project implementation and meeting Consolidated Plan goals.

Priority Table

| Program | Source of Funds | Uses of Funds | Expected Amount Available Year 1 | | | | Expected Amount Available Reminder of ConPlan \$ | Narrative Description |
|---------|------------------|--|----------------------------------|--------------------|--------------------------|-----------|--|-----------------------|
| | | | Annual Allocation: \$ | Program Income: \$ | Prior Year Resources: \$ | Total: \$ | | |
| CDBG | public - federal | Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services | 243,921 | 0 | 0 | 243,921 | 0 | |

| Program | Source of Funds | Uses of Funds | Expected Amount Available Year 1 | | | | Expected Amount Available Reminder of ConPlan \$ | Narrative Description |
|---------|------------------|---|----------------------------------|--------------------|--------------------------|-----------|--|-----------------------|
| | | | Annual Allocation: \$ | Program Income: \$ | Prior Year Resources: \$ | Total: \$ | | |
| HOME | public - federal | Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA | 463,448 | 0 | 0 | 463,448 | 0 | |

Table 5 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

Federal funds will be leverage to supplement resources to achieve goals outlined in the Consolidated Plan. Additional resources (private, state and local funds) will be necessary to implement projects and programs on an annual basis. Subsidy layer analysis will be conducted for all funded projects to ensure that federal funds represent a small percentage of all project funding.

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

There is no public owned lane or property located within the appropriate jurisdictions that will be used to address the needs identified in the plan.

Discussion

Annual Goals and Objectives

AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

Goals Summary Information

| Sort Order | Goal Name | Start Year | End Year | Category | Geographic Area | Needs Addressed | Funding | Goal Outcome Indicator |
|------------|--|------------|----------|--------------------|-----------------|--|---------|--|
| 1 | Provide Safe, Affordable, and Accessible Housing | 2013 | 2017 | Affordable Housing | | Addressing Substandard Housing Create Stable Housing Situations | | Rental units constructed: 12 Household Housing Unit Homeowner Housing Rehabilitated: 3 Household Housing Unit Tenant-based rental assistance / Rapid Rehousing: 35 Households Assisted Homelessness Prevention: 35 Persons Assisted |

Table 6 – Goals Summary

Goal Descriptions

| | | |
|---|------------------|--|
| 1 | Goal Name | Provide Safe, Affordable, and Accessible Housing |
| | Goal Description | |

Table 7 – Goal Descriptions

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.215(b):

45

AP-35 Projects – 91.220(d)

Introduction

2015 Annual Action Plan priorities are as follows:

CDBG PROGRAM

90% to repayment of Section 108 Loan for the Taylor Hotel Rehabilitation Project

10% to Administrative Activities

HOME PROGRAM

5% Project Pre Development Loan (to a certified Community Housing Development Organization- CHDO) for rental housing development for permanent supportive housing

10% Administration

10% Owner Occupied Home Repair in Clarke County (preference Josephine City Neighborhood Improvement Project)

10% Tenant Based Rental Assistance (region wide)

65% Rental Housing Development in Warren County (preferred and if not viable- throughout the region)

-

| # | Project Name |
|---|-----------------------------------|
| 1 | SECTION 108 LOAN RE-PAYMENT |
| 2 | CDBG ADMINISTRATION |
| 3 | CHDO Project Pre Development Loan |
| 4 | 2015 HOME Admin |
| 5 | 2015 Owner Occupied Home Repair |
| 6 | 2015 TBRA |
| 7 | 2015 Rental Housing Development |

Table 8 – Project Information

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

CDBG priorities were identified by the Winchester Community Development Committee. For 2015, this includes the 90% use of funds for the repayment of the Section 108 Loan Repayment and 10% for CDBG

program administration. HOME priorities were identified by the Housing and Community Service Policy Board.

HOME PROGRAM

5% Project Pre Development Loan (to a certified Community Housing Development Organization- CHDO) for rental housing development for permanent supportive housing

10% Administration

10% Owner Occupied Home Repair in Clarke County (preference Josephine City Neighborhood Improvement Project)

10% Tenant Based Rental Assistance (region wide)

65% Rental Housing Development in Warren County (preferred and if not viable- throughout the region)

-

Projects

AP-38 Projects Summary

Project Summary Information

Table 9 – Project Summary

| | | |
|----------|--|--|
| 1 | Project Name | SECTION 108 LOAN RE-PAYMENT |
| | Target Area | |
| | Goals Supported | |
| | Needs Addressed | |
| | Funding | : |
| | Description | Re-payment of Section 108 Loan for rehabilitation of the Taylor Hotel property in Downtown Winchester, VA. |
| | Target Date | 6/30/2018 |
| | Estimate the number and type of families that will benefit from the proposed activities | |
| | Location Description | |
| | Planned Activities | |
| 2 | Project Name | CDBG ADMINISTRATION |
| | Target Area | |
| | Goals Supported | |
| | Needs Addressed | |

| | | |
|----------|--|--|
| | Funding | : |
| | Description | Administration of CDBG program |
| | Target Date | |
| | Estimate the number and type of families that will benefit from the proposed activities | |
| | Location Description | |
| | Planned Activities | |
| 3 | Project Name | CHDO Project Pre Development Loan |
| | Target Area | HOME TARGET AREA |
| | Goals Supported | |
| | Needs Addressed | Addressing Substandard Housing Create Stable Housing Situations |
| | Funding | HOME: \$23,172 |
| | Description | CHDO Project Pre Development Loan to a certified CHDO for rental housing development for permanent supportive housing |
| | Target Date | 7/1/2016 |
| | Estimate the number and type of families that will benefit from the proposed activities | This project is a Pre-Development Loan for certified CHDO's to do a feasibility study and related eligible activities. |
| | Location Description | Region Wide |
| | Planned Activities | |
| 4 | Project Name | 2015 HOME Admin |
| | Target Area | |

| | | |
|---|--|--|
| | Goals Supported | |
| | Needs Addressed | |
| | Funding | CDBG: \$46,344 |
| | Description | |
| | Target Date | |
| | Estimate the number and type of families that will benefit from the proposed activities | |
| | Location Description | |
| | Planned Activities | |
| 5 | Project Name | 2015 Owner Occupied Home Repair |
| | Target Area | |
| | Goals Supported | |
| | Needs Addressed | Addressing Substandard Housing |
| | Funding | HOME: \$46,344 |
| | Description | OOHP in Clarke County with preference to Josephine City Neighborhood |
| | Target Date | |
| | Estimate the number and type of families that will benefit from the proposed activities | This project is estimated to benefit 3 to 4 low to moderate income families. |
| | Location Description | Preference to the Josephine Ctiy Neighborhood in Berryville. If not feasible, Clarke County. |
| | Planned Activities | Owner Occupied Home Rehab activities |
| 6 | Project Name | 2015 TBRA |

| | | |
|---|--|---|
| | Target Area | |
| | Goals Supported | |
| | Needs Addressed | |
| | Funding | HOME: \$46,344 |
| | Description | Tenant Based Rental Assistance to families in the City of Winchester, Frederick, Clarke, Warren, Shenandoah, and Page Counties. |
| | Target Date | |
| | Estimate the number and type of families that will benefit from the proposed activities | This project is estimated to benefit 30 to 35 low to moderate income families. |
| | Location Description | Region Wide |
| | Planned Activities | |
| 7 | Project Name | 2015 Rental Housing Development |
| | Target Area | |
| | Goals Supported | |
| | Needs Addressed | Create Stable Housing Situations |
| | Funding | HOME: \$301,241 |
| | Description | Rental Housing Development in Warren County (preferred, but if not viable, region wide) |
| | Target Date | |
| | Estimate the number and type of families that will benefit from the proposed activities | This project is estimated to benefit 10 to 12 low to moderate income households. |
| | Location Description | Warren County |

| | |
|---------------------------|--|
| Planned Activities | New construction of 36 unit multifamily rental housing, with 12 units set aside for HOME investment for low to moderate income families. |
|---------------------------|--|

AP-50 Geographic Distribution – 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

The Taylor Hotel is located in the City's pedestrian mall which is in the historic downtown district. The Taylor Hotel was finished in 1848 and has served as a hotel, Civil War headquarters and hospital, theater, department store and telecom center. The building has been vacant since 2004, and its condition has rapidly deteriorated since then, especially after a partial roof collapse in 2007. The property was condemned by the City in 2010, but a substantial investment has been made in the property by the City and redevelopment efforts began in late 2012.

Geographic Distribution

| Target Area | Percentage of Funds |
|--------------------|----------------------------|
| CDBG TARGET AREA | |
| HOME TARGET AREA | |

Table 10 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

The Old Town Development Board, Community Development Committee, and Economic Development Authority identified the Taylor Hotel located in the historical district as a prime location for redevelopment. The 19th century property had fallen into severe disarray after sitting vacant since 2007. The combined efforts of these public entities helped identify the Taylor Hotel as a target area and initiate its redevelopment.

Discussion

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

2015 Annual Action Plan priorities are as follows:

CDBG PROGRAM

90% to repayment of Section 108 Loan for the Taylor Hotel Rehabilitation Project

10% to Administrative Activities

HOME PROGRAM

5% Project Pre Development Loan (to a certified Community Housing Development Organization- CHDO) for rental housing development for permanent supportive housing

10% Administration

10% Owner Occupied Home Repair in Clarke County (preference Josephine City Neighborhood Improvement Project)

10% Tenant Based Rental Assistance (region wide)

65% Rental Housing Development in Warren County (preferred and if not viable- throughout the region)

| One Year Goals for the Number of Households to be Supported | |
|--|-----------|
| Homeless | 10 |
| Non-Homeless | 25 |
| Special-Needs | 0 |
| Total | 35 |

Table 11 - One Year Goals for Affordable Housing by Support Requirement

| One Year Goals for the Number of Households Supported Through | |
|--|-----------|
| Rental Assistance | 35 |
| The Production of New Units | 12 |
| Rehab of Existing Units | 0 |
| Acquisition of Existing Units | 0 |
| Total | 47 |

Table 12 - One Year Goals for Affordable Housing by Support Type

Annual Action Plan
2015

Discussion

AP-60 Public Housing – 91.220(h)

Introduction

There is no public housing in the Northern Shenandoah Valley.

Actions planned during the next year to address the needs to public housing

There is no public housing in the Northern Shenandoah Valley.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

There is no public housing in the Northern Shenandoah Valley.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

There is no public housing in the Northern Shenandoah Valley.

Discussion

AP-65 Homeless and Other Special Needs Activities – 91.220(i)

Introduction

Outlined below are the one-year goals and the specific actions steps the Northern Shenandoah Valley region will undertake in the program year to carry out the homeless and other special needs strategy outlined in the Consolidated Plan. Specific goals for the program year include: homeless prevention and rapid-rehousing, rental housing development, expansion of outreach and services to special needs populations and strengthening strategic and organization capacity of the Continuum of Care (CoC) and partner organizations.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

As outlined in the region's Ten (10) Year Plan to End Homelessness, the Continuum of Care (COC) is committed to forming a broad-based advisory committee comprised of members throughout the community, including elected officials, representatives of local government, the United Way, community and health foundations, and other influential community leaders who are dedicated to ending homelessness. The advisory committee will assist the COC to raise awareness of the problem of and solutions to homelessness in the community as well as to increase and leverage resources to achieve the goals of the ten year plan.

TBRA funding is tagreted to reach out to homeless person and put them into permanent housing situations.

Addressing the emergency shelter and transitional housing needs of homeless persons

The COC is working towards strengthening capacity of existing emergency shelter and transitional housing providers in the region. Recent changes in the US Department of Housing & Urban Development's (HUD) programming for homelessness has lead the COC, through the 10-Year Plan to End Homelessness, to begin actively transitioning shelter and service providers from emergency shelters and transitional housing operations towards permanent supportive housing. Over the next ten (10) years the COC looks to successfully transition existing providers to permanent supportive housing and create new permanent supportive housing facilities throughout the region.

TBRA funding is tagreted to reach out to homeless person living in shelters or transitional and put them into permanent housing situations.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

The region's Ten (10) Year Plan to End Homelessness proposes the following goals to address helping homeless persons and families access affordable housing options:

Permanent Supportive Housing – Permanent supportive housing has been identified as a solution to homelessness for a sub-set of the population – those who experience homelessness for long periods of time (chronic homelessness) with multiple barriers to housing stability, including mental disabilities, chemical dependence, and other chronic health conditions. Permanent supportive housing provides first a home and then continuing supportive services to help individuals maintain a home. These support services either directly provide or connect individuals to services in the community. Support services include direct or coordinated care in the areas of mental health, substance abuse, health care, dental care, education, employment, and access to benefits.

Rapid Re-Housing – Rapid re-housing is a strategy to assist families and individuals experiencing homelessness to access housing as quickly as possible and then deliver uniquely tailored services to help them maintain stable housing. It follows a “housing first” philosophy which says that individuals and families experiencing homelessness need housing first, and then they need services.

Rapid re-housing differs from traditional homeless assistance in that it does not require a family or individual to live in emergency shelter or transitional housing for a certain length of time prior to returning to permanent housing. It can, however, be delivered in an emergency shelter or transitional housing setting and is not mutually exclusive from emergency shelter and transitional housing settings.

Services are consumer-driven in that the person, with the help of a case manager, determines the services that she or he needs to maintain their housing. Services are critical to help a family maintain their housing, access and maintain employment, and increase their self-sufficiency and well-being. It is the housing *and* services that make rapid re-housing an effective permanent solution to homelessness.

Partnering with Landlords – Many agencies and community organizations have developed partnerships with landlords, and these partnerships have resulted in access to affordable housing options for those experiencing and at risk of homelessness. The partnership is an agreement that the landlord will rent to this population and, in some cases, the service agency agrees to maintain contact and provide services to help the household remain stably housed. It is a win-win situation for all parties in that the person

accesses affordable housing, the service agency helps to house their clients, and the landlord has a source of support if any problems with the tenant arise.

Partnering with Affordable Housing Developers – Non-profit and for-profit affordable housing developers can be important partners in the financing and development of affordable, subsidized, and permanent supportive housing that can serve as a resource to homeless assistance agencies who wish to increase housing available to people experiencing homelessness.

Partnering with Veterans Administration Medical Centers to access HUD VASH vouchers – Case managers at Veterans Administration (VA) Medical Centers may refer eligible veterans experiencing homelessness to receive vouchers for supportive housing. To end veteran homelessness it is therefore imperative to partner with case management staff at the Martinsburg VA Medical Center to assure veterans experiencing homelessness in Northern Shenandoah Valley receive HUD VASH vouchers to which they are eligible

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.

The COC, in meeting the goals and strategies outline in the Ten (10) Year Plan to End Homelessness, proposes creating a "Supportive Services" and "Prevention" committee's, which will be tasked with meeting their respective goals. The Supportive Services committee will be responsible for:

- Overseeing the implementation of strategies that increase income through employment;
- Overseeing the creation of a system of centralized intake and assessment;
- Overseeing the implementation of strategies that increase access to disability and other benefits for those who are eligible;
- Overseeing increased access to supportive services.

The Prevention committee will be responsible for:

- Overseeing strategies that prevent the homelessness of people being discharged from hospitals and mental health institutions;
- Overseeing strategies that prevent the homelessness of people exiting from jails;
- Overseeing strategies that prevent the homelessness of youth aging out of foster care;
- Overseeing strategies that prevent the homelessness of unaccompanied youth.

Discussion

| |
|--|
| One year goals for the number of households to be provided housing through the use of HOPWA for: |
| Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family |
| Tenant-based rental assistance |
| Units provided in housing facilities (transitional or permanent) that are being developed, leased, or operated |
| Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds |
| Total |

AP-75 Barriers to affordable housing – 91.220(j)

Introduction

Local and regional public policies, as well as national, regional, and local trends and conditions, can affect a region's ability to provide and maintain a viable affordable housing stock. Local policies especially tax policy on property, land use controls, zoning ordinances, building codes, development fees and charges, growth limits, and policies that affect return on residential investment. The Northern Shenandoah Valley Regional Commission, in partnership with the Continuum of Care (COC) and Virginia Fair Housing Office have informed the state-wide Housing Affordability Index (HAI) being assembled by Housing Virginia, which provides a comprehensive guide to policies, regulations and programs to further the development of affordable housing units and programs in the region.

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

The Northern Shenandoah Valley HOME Consortium and the City of Winchester recognize that impediments to fair housing choice do exist and are working to improve fair housing choice. The Northern Shenandoah Valley Regional Commission will hold fair housing workshops to educate local officials, housing providers, service providers and the public at-large are aware of fair housing law. Additionally, the City of Winchester and NSVRC are working to update the region's Analysis of Impediments to Fair Housing Choice report (expected completion fall 2014). Outlined below are proposed strategies to be undertaken in reducing fair housing impediments:

1. Increase transparency surrounding fair housing and complaint process.
2. Increase landlords' and property managers' knowledge of fair housing.
3. Assist persons with disabilities to obtain access to housing and services.
4. Work to reduce NIMBYism by encouraging neighborhood diversity.
5. Encourage affordable housing development.

Discussion

AP-85 Other Actions – 91.220(k)

Introduction

This section outlines the regions planned actions for 2015-2016 to carry out strategies outlined in the Consolidated Plan for: meeting underserved needs, furthering affordable housing development, reducing lead-based paint hazards, reducing poverty, developing institutional structure and enhancing coordination among agencies.

Actions planned to address obstacles to meeting underserved needs

2015 is the fifth year in which priority special needs populations are identified for project funding, including those individuals and families transitioning from homelessness. It is the intention annually that increased integration between the annual action planning process and the continuum of care planning process we can achieve a higher level of coordination and efficiency of resource allocation and service delivery. The CoC will continue to work, with support of NSVRC

Actions planned to foster and maintain affordable housing

Actions planned to foster and maintain affordable housing in the Northern Shenandoah Valley Region include: a strong focus on rental development, continuing to participate in TBRA and Owner Occupied Home Repair, and exploring the feasibility of additional Permanent Supportive Housing via a CHDO Pre-Development loan.

Actions planned to reduce lead-based paint hazards

As part of the monitoring and compliance activities, NSVRC will assure that all subgrantees, subrecipients and CHDOs conform to the lead based paint requirements associated with rehabilitation. There is little data available to suggest that lead based paint hazards are a major concern in the Northern Shenandoah Valley, but we do encourage identification of such potential hazards for consideration in our Home Repair Programs.

Actions planned to reduce the number of poverty-level families

As part of the work program, NSVRC will be coordinating with the region's economic development directors to identify strategies to promote economic development and redevelopment opportunities which benefit low to moderate income families and are conducive to their economic benefit.

Actions planned to develop institutional structure

NSVRC continues to coordinate with area stakeholders, namely human service providers, through staff support provided to the Housing and Community Services Policy Board. Currently in the midst of a

ongoing “membership drive”, we hope to engage additional agencies not directly related to the provision and development of affordable housing but those who serve primarily low and moderate income individuals and families, or members of the prioritized special needs populations.

NSVRC will continue to host and promote training opportunities, particularly those focused on resource development, capacity building, and sustainability.

Actions planned to enhance coordination between public and private housing and social service agencies

NSVRC continues to coordinate with area stakeholders, namely human service providers, through staff support provided to the Housing and Community Services Policy Board and Continuum of Care. Staff has coordinated in the past with local Departments of Social Services to assess the needs to the region's population regarding affordable housing.

Discussion

Program Specific Requirements

AP-90 Program Specific Requirements – 91.220(l)(1,2,4)

Introduction

The purpose of this section is to outline program-specific requirements for the Annual Action Plan and ensure program compliance for the Community Development Block Grant (CDBG) and HOME Investment Partnership Funds. Specifically these program requirements align with the Consolidated Plan Final Ruling.

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(l)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

| | |
|--|----------|
| 1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed | 0 |
| 2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan. | 0 |
| 3. The amount of surplus funds from urban renewal settlements | 0 |
| 4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan | 0 |
| 5. The amount of income from float-funded activities | 0 |
| Total Program Income: | 0 |

Other CDBG Requirements

| | |
|---|---------|
| 1. The amount of urgent need activities | 405,000 |
| 2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan. | 100.00% |

HOME Investment Partnership Program (HOME)

Reference 24 CFR 91.220(l)(2)

1. A description of other forms of investment being used beyond those identified in Section 92.205 is

| | |
|----------------------------|----|
| Annual Action Plan 2015 | 35 |
|----------------------------|----|

as follows:

As outlined in the Northern Shenandoah Valley HOME Manual: because HOME funds are only one source of funding, applicants are required to utilize leverage to complete the project. Leverage is all other sources of funding in a project or activity (excluding HOME funds). Leverage includes match. The application process requires a project to successfully utilize leverage. Leverage is essential for a successful project.

- bank loans or other loans not repayable to the HOME account
 - CDBG funds
 - Contributions to units that are not HOME-assisted or HOME-eligible
 - Federal funds, either grants or loans
2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

In order to assure continued affordability of HOME assisted housing units, the Northern Shenandoah Valley (NSV) HOME Consortium imposed a recapture provision by which all or a portion of the direct subsidy for housing be recaptured from the net proceeds of the sale in the event a sale occurs during the affordability period.

For HOME assisted homebuyer projects/activities, recaptured funds will be based on net proceeds from the sale of the HOME assisted housing (either voluntary or involuntary) and be reduced on a pro rata basis for the time the homeowner has owned and occupied the housing measured against the affordability applicable period. For example, if \$15,000 in HOME assistance is provided and the unit sells in year four of ownership, the Consortium will require that \$3,000 be returned, if net proceeds are equal to or exceed this amount.

All HOME agreements with homebuyers and with CHDO's/subrecipients will include these resale/recapture provisions to ensure compliance with regulation.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

In order to assure continued affordability of HOME assisted housing units, the Northern Shenandoah Valley (NSV) HOME Consortium imposed a recapture provision by which all or a portion of the direct subsidy for housing be recaptured from the net proceeds of the sale in the event a sale occurs during the affordability period.

For HOME assisted projects where funds were used for acquisition, recaptured funds will be based on net proceeds from the sale of the HOME assisted housing (either voluntary or involuntary) and be reduced on a pro rata basis for the time the homeowner has owned and occupied the housing measured against the affordability applicable period. For example, if \$15,000 in HOME assistance is provided and the unit sells in year four of ownership, the Consortium will require that \$3,000 be returned, if net proceeds are equal to or exceed this amount.

All HOME agreements with CHDO's/subrecipients will include these resale/recapture provisions to ensure compliance with regulation

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

In order to assure continued compliance with HOME assisted multifamily housing that was rehabilitated with HOME funds, the Northern Shenandoah Valley HOME Consortium proposes the following plans to refinance existing debt as consistent with 24 CFR 92.206(b) and adopted in the NSV HOME Consortium Manual:

As required by the HOME regulations, to be funded under the CHDO set-aside category, a CHDO must assume the role of owner, developer and/or sponsor. In this scenario, the nonprofit is not assuming any of these three roles, as defined by the regulations. As a result, this unit in question would be classified as homeowner rehabilitation, which is not a CHDO-eligible activity

Furthermore, if a nonprofit was funded for homebuyer activity, but under the CHDO set-aside category, the scenario would still be classified as homeowner rehabilitation and would not be eligible.

Discussion

CITY OF WINCHESTER, VIRGINIA

PROPOSED CITY COUNCIL AGENDA ITEM

CITY COUNCIL/COMMITTEE MEETING OF: 4/14/15 CUT OFF DATE: _____

RESOLUTION ___ ORDINANCE ___ PUBLIC HEARING ___

ITEM TITLE: Presentation: 2014 Annual Report

STAFF RECOMMENDATION: None

PUBLIC NOTICE AND HEARING:

ADVISORY BOARD RECOMMENDATION:

FUNDING DATA: General Fund - Printing budgeted for during FY15 budget process

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. _____ | _____ | _____ | _____ |
| 2. _____ | _____ | _____ | _____ |
| 3. _____ | _____ | _____ | _____ |
| 4. _____ | _____ | _____ | _____ |
| 5. City Attorney | <i>AS</i> | _____ | <i>4/9/2015</i> |
| 6. City Manager | <i>MS</i> | _____ | <i>9 Apr 2015</i> |
| 7. Clerk of Council | _____ | _____ | _____ |

Initiating Department Director's Signature: *Amy Summerson* *4/9/15*
Date



APPROVED AS TO FORM:

[Signature]
CITY ATTORNEY

CITY COUNCIL ACTION MEMO

To: Mayor and Members of City Council
From: Amy Simmons, Public Information/FOIA Officer
Date: April 14, 2015
Re: 2014 Annual Report

THE ISSUE:

Keeping our community informed of progress made the previous calendar year.

RELATIONSHIP TO STRATEGIC PLAN:

Keeping our community informed benefits all four strategic plan goals.

BACKGROUND:

The third consecutive annual report for the City has been created which outlines progress made on the strategic plan as well as other accomplishments and statistics for calendar year 2014. The 16-page booklet will be available online.

BUDGET IMPACT:

Funding for this activity was budgeted for during the FY15 budget process.

Winchester Virginia

2014 ANNUAL REPORT



(540) 667-1815 • www.WinchesterVA.gov





Elizabeth G. Mina

From Your Mayor:

It's always exciting to present this annual report to the community and reflect on what we've accomplished together over the past year. As any municipality will experience when trying to move their community forward, this year has had many ups and downs. But 2014 was a year we should all be proud of as we look to the future and focus on making 2015 a year to remember. In November, we had to say goodbye to two Council members. We will greatly miss Jeff Buettner who served on City Council for 16 years and John Tagnesi who served for four years. But when one door closes, another one always opens. And in January, we welcomed two new members to City Council: Kevin McKannan and Bill Wiley. Also, our new City Manager, Eden Freeman, joined the City in July. From day one, she has been a contributing member and the leader we needed. She's helped the City accomplish so much already in such a short time and I can't wait to see what amazing things will happen in 2015 with her at the helm. It's going to be a great year!

From Our City Manager:

My first several months with the City have greatly exceeded my expectations. From the friendly people to the beautiful landscapes, Winchester has quickly become my home. I have discovered that Winchester has many hidden treasures and plenty to do whether it's enjoying a night out, taking in an event, reliving Winchester's vast history or volunteering. The opportunities to get involved seem endless, and I am proud to be part of such a historic and generous community.

Within City Hall, opportunities to learn also abound. Staff and Council have a focused dedication on improving Winchester's quality of life and economic vitality. One way we can help in that process is by cultivating creativity and implementing innovative new projects and practices. Our staff is committed to serving the community and are always looking for new and improved ways of providing services. I encourage our residents, property owners and businesses to do the same. Let us know your ideas for improving service delivery or enhancing Winchester's quality of life. Our citizen survey, conducted in 2014, provided great insight, but we love hearing directly from you.

This annual report is a great summary of the City's accomplishments and hard work over the past year. As with any community, there's room for improvement and that's what we strive for...continuous improvement and great customer service. I'm looking forward to another great year working with you and our City staff. I hope to see you around town this year.



Eden E. Freeman



(540) 667-1815 • www.WinchesterVA.gov



City Services Contact List

Rouss City Hall: (540) 667-1815

- City Manager's Office
- Commissioner of the Revenue
- Planning & Zoning
- Human Resources
- Economic Redevelopment
- Public Information/FOIA
- Geographic Info. Systems (GIS)
- Finance
- Permits
- Inspections
- Treasurer
- Public Works
- Transit
- Public Utilities

Police

- Non-Emergency: (540) 662-4131
- Administration: (540) 545-4700
- Emergency Management: (540) 545-4721

Fire & Rescue Administration: (540) 662-2298

Old Town & Welcome Center: (540) 535-3660

Social Services: (540) 662-3807

Parks & Recreation: (540) 662-4946

Parking: (540) 722-7575

Joint Judicial Center: (540) 667-5770

YOUR Representatives



NEW COUNCIL MEETING SCHEDULE:

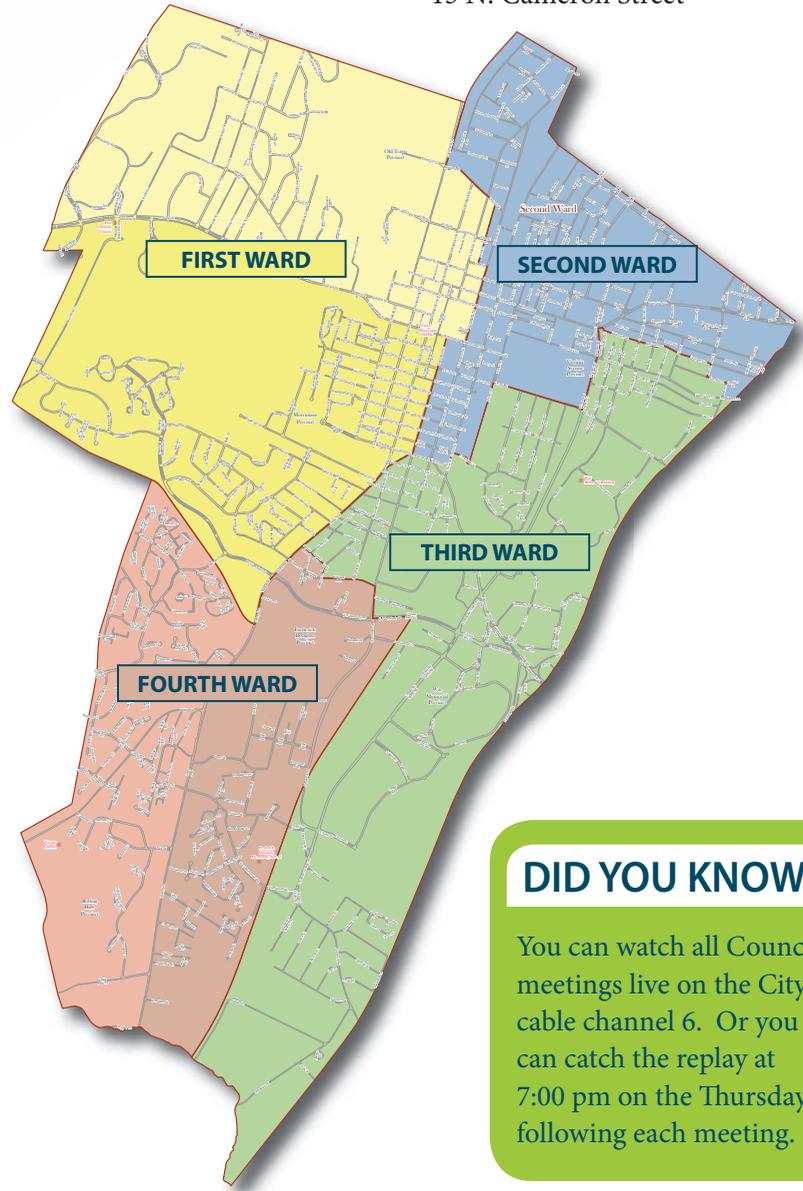
Regular Council Meetings

2nd & 4th Tuesdays of each month - 6:00 pm

Council Work Sessions

2nd & 4th Tuesdays of each month - 7:00 pm or immediately following the Regular Meetings

Both meetings are held at Rouss City Hall
15 N. Cameron Street



DID YOU KNOW?

You can watch all Council meetings live on the City's cable channel 6. Or you can catch the replay at 7:00 pm on the Thursday following each meeting.

2014 Council Officers

Mayor:
Elizabeth Minor

Vice-Mayor:
Les Veach

President:
John Willingham

Vice-President:
Milt McInturff

FIRST WARD



Les Veach
Elected 2008



Bill Wiley
Elected 2014

SECOND WARD



Evan Clark
Elected 2006



John Hill
Elected 2008

THIRD WARD



Milt McInturff
Elected 2008



Corey Sullivan
Elected 2014

FOURTH WARD



Kevin McKannan
Elected 2014



John Willingham
Elected 2008

AT-LARGE



Elizabeth Minor
Elected Mayor 2004
Elected Council 1980



Photo by Chad Clevenger

BUDGET

The City's strong financial management policies and commitment to budgetary excellence has resulted in Standard & Poor's Rating Services increasing the City of Winchester's General Obligation rating to AAA, the highest rating obtainable. This high rating represents the strength of the City's credit and allows the City to borrow from investors for capital improvement projects at low interest rates.

The City's accounts are organized into funds. A fund is a group of related accounts used to control money that has been earmarked for specific activities or objectives. By keeping revenues in the appropriate funds, the City is able to obey laws that require certain money to be spent on specific uses. Most of the City's core services are funded by the general fund.

General Fund

The fund where the City has the most discretion is the General Fund. The two major sources of funding for the General Fund are general property taxes and other local taxes combined.

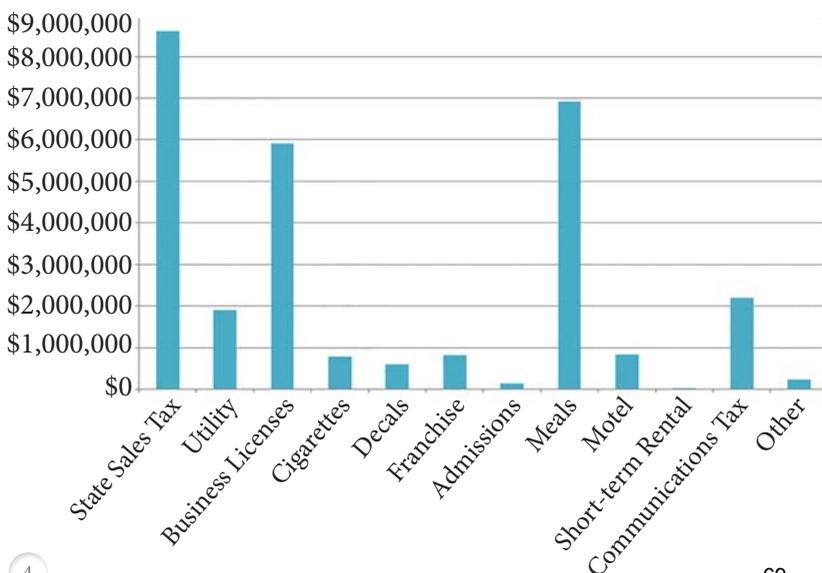
Capital Improvement Plan (CIP)

Every year, the City adopts a plan for capital improvements which include plans for the next five years. Capital improvements include projects such as street construction, public buildings, traffic systems, park improvements, sewers, water infrastructure, sidewalks, etc.

Fiscal Year = July 1 - June 30

| FY15 General Fund Revenue | |
|---------------------------|---------------------|
| General Property Taxes | \$37,632,000 |
| Other Local Taxes* | 28,953,000 |
| Fees, Fines & Permits | 424,400 |
| Charges for Service | 1,348,000 |
| Interest & Misc. Revenue | 2,059,500 |
| State Aid | 5,920,100 |
| Federal Aid | 358,000 |
| Transfers & Reserves | 5,372,000 |
| Total | \$82,067,000 |

*Other Local Taxes



| FY15 General Fund Budgeted Expenditures | |
|---|---------------------|
| General Government Admin. | \$5,625,545 |
| Judicial Administration | 3,179,600 |
| Public Safety | 19,073,296 |
| Public Works | 7,672,500 |
| Health & Welfare | 3,179,065 |
| Education | 27,820,518 |
| Parks, Recreation, Cultural | 3,276,654 |
| Debt-City | 2,232,650 |
| Debt-Schools | 8,116,800 |
| Community Development | 1,890,372 |
| Total | \$82,067,000 |



Firefighters and EMTs wear pink for breast cancer awareness

FIRE & RESCUE

WFRD is a combination system comprised of career and volunteer firefighters and EMS personnel. These brave members respond from our four volunteer stations and provide around-the-clock fire protection, advanced medical life support and hazardous materials services.

Area of Fire Origin

For the fires that occurred in 2014, below is a list of where the fire originated:

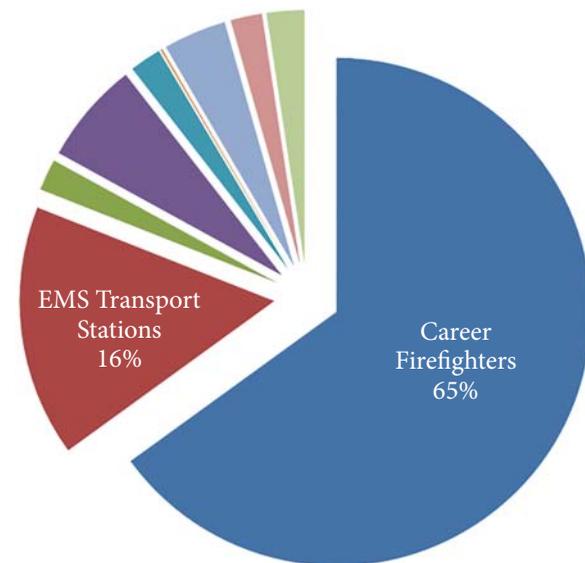
- Kitchen - 23.07%
- Exterior wall surface - 15.38%
- Bathroom, locker room - 15.38%
- Exterior balcony, porch - 7.69%

ISO Rating Increase

Winchester Fire & Rescue was evaluated by the Insurance Services Office, Inc. (ISO) in 2014 for fire protection capabilities on a 1-10 Rating Scale (Class 1 = Exemplary program). This rating placed WFRD in the top 15% of fire departments nationwide and top 6% in Virginia.

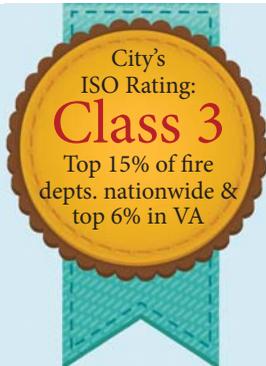
EMS Fund Allocation

During 2014, Winchester Fire & Rescue utilized the revenue earned from Emergency Management Service (EMS) fees in the following ways:



2014 Emergency Activity

| | 2013 | 2014 |
|---|-----------|-----------|
| EMS Incidents | 4,357 | 4,560 |
| Fire Incidents | 1,248 | 1,328 |
| Mutual Aid to Frederick County | 512 Calls | 604 Calls |
| Mutual Aid Received from Frederick County | 181 Calls | 146 Calls |
| Property Lost | \$790,712 | \$395,055 |
| Property Saved | \$50.9M | \$41.1M |
| Civilian Casualties/Fatalities | 7/2 | 4/0 |



PPC = Public Protection Classification

Outreach Efforts

Winchester Fire and Rescue responded to 5,888 calls, installed 21 smoke alarms and 127 child safety seats, conducted 443 fire inspections and reached over 7,355 citizens through public educational efforts such as their puppet program.

In addition, the Department's "Fill the Boot" campaign raised over \$20,100 for MDA and their breast cancer awareness pink T-shirt program raised over \$3,890 for Every Woman's Life.

The Department's Honor Guard was also reinstated in 2014.





POLICE



Officers take the ALS Challenge

Volunteers in Policing (VIP)

The VIP program assists the Police Dept. with the special activities and community events that request police assistance freeing officers for other public safety duties.

1,900+ volunteer hours in 2014

VIPs must complete the WPD Citizen's Academy. Contact Det. William Griffith at (540) 545-7591.

7,690+ followers

650+ followers



Kota on *The Today Show*

2014 Accomplishments

- Received re-accreditation in November
- Working with community partners, created the Addition Action Committee to collaborate community efforts to combat the heroin epidemic and developed the roadtorecovery.net website to highlight resources in the Northern Shenandoah Valley.
- Installed a Drug Take Back Collection Unit outside Public Safety Center.
- Seven Winchester officers won top honors at the Top of Virginia Regional Chamber's Valor Awards Ceremony.
- K9 Kota received the American Humane Association's 2014 Law Enforcement Hero Dog of the Year Award.



2014 Police Activity

| Enforcement | 2013 | 2014 |
|------------------------------|-------|-------|
| Felony Arrests | 346 | 602 |
| Misdemeanor Arrests | 1,752 | 2,278 |
| Legal Docs: | 2,289 | 2,023 |
| - Felony | 468 | 521 |
| - Misdem. | 1,861 | 1,502 |
| DUI Arrests | 213 | 212 |
| Incident Reports | 3,513 | 4,044 |
| Speeding | 701 | 722 |
| Traffic Violations | 2,073 | 2,825 |
| Vehicle Crash Investigations | 543 | 566 |
| Parking Violations | 1,534 | 1,051 |

| Crime | 2010 | 2011 | 2012 | 2013 | 2014 |
|---------------------|--------------|--------------|--------------|--------------|--------------|
| Theft | 792 | 779 | 799 | 647 | 799 |
| Grand Theft | 174 | 182 | 219 | 212 | 186 |
| Motor Vehicle Theft | 18 | 26 | 24 | 28 | 29 |
| Robbery | 21 | 29 | 17 | 28 | 12 |
| Rape | 5 | 2 | 10 | 8 | 8 |
| Breaking & Entering | 145 | 113 | 167 | 108 | 120 |
| Total | 1,155 | 1,131 | 1,236 | 1,031 | 1,154 |

Emergency 9-1-1 Calls

| Calls | 2013 | 2014* |
|----------------|---------|---------|
| Total | 170,351 | 146,643 |
| 9-1-1 | 22,161 | 19,296 |
| Incoming Admin | 101,715 | 89,044 |
| Outgoing | 46,475 | 38,303 |

*The new phone system experienced a counting error and all calls may not be included



Winchester Police Form Honor Guard

In 2014, The Winchester Police Department (WPD) formed its first-ever honor guard and presented the colors at the 2014 Cal Ripken 10-Year-Old World Series in Jim Barnett Park. The honor guard is available for ceremonial events, funerals for an officer killed in the line of duty, memorial services, sporting events, parades and more.

Visit winchesterpolice.org/honor-guard for details.



Photo by Larry Fickau

ECONOMIC DEVELOPMENT



Taylor Hotel Completed

Through the utilization of numerous incentives from local, state and federal governments, the Economic Development Authority (EDA) and a private partner were able to facilitate the redevelopment of a dilapidated historic structure once slated for demolition. The space includes seven luxury apartments, commercial space and a public amphitheatre (Taylor Pavilion).

Old Jail Sold

The EDA solicited an RFP to obtain a proposed purchase price and development plan for the EDA-owned property located at 317 S. Cameron Street. The EDA sold the property for redevelopment.



Enterprise Zone Designation

The City was designated as an Enterprise Zone by the Virginia Department of Community Development. This allows the City to offer various economic development incentives to businesses and property owners within the community.

North End Visioning Committee

Through a collaborative effort between the City, Habitat for Humanity, Winchester-Frederick County Boys and Girls Club, Winchester Public Schools and the North End Citizens Associations, the North End Visioning Committee was created to identify current issues and opportunities within Winchester's North End community. The group held an event to gather the public's opinion regarding outstanding north end issues. The results were gathered and are currently under review.

Façade Loan Program

Through this program, the EDA has facilitated the exterior revitalization of several properties. In 2014, the EDA partnered with Old Town Winchester and received a Virginia Main Street Downtown Improvement Grant to provide hybrid financing and grants to various downtown commercial property owners for façade improvements:

- 1) 33 W. Piccadilly Street (Michelle's Wigs & More)
- 2) 12-14 N. Braddock Street
- 3) 203-207 N. Kent Street (Chopstick Café)

National Avenue Property Acquisition

The Council-adopted 2013-2014 Strategic Plan prompted City staff to improve Winchester's gateway corridors into our downtown area. After this prompt, the EDA facilitated the City's purchase of several properties with frontage on Piccadilly Street and National Avenue. These properties will be demolished to construct a roundabout which will improve overall traffic flow.

Winchester Towers

The City Council's adopted Strategic Plan (2013-2014) called for the development of a "conference center strategy" as well as the revitalization of the Winchester Towers property.

The Economic Development Authority utilized the services of Strategic Advisory Group (SAG) to determine if Winchester's market could support an events/conference center and determine a premier location for the facility.

City Council approved the acquisition of the Winchester Towers (200-214 N. Cameron Street) with the intent to redevelop the property. The City utilized savings from a bond refinancing to fund the purchase of the property at a cost of \$795,000.

Development of the site will involve a public-private partnership. The City will seek partners via the public procurement process (RFP).





OLD TOWN



2014 Highlights

- Launched Old Town Winchester branding campaign
- Received \$20,000 façade improvement grant from Virginia Main Street leveraging almost \$40,000 in private investment downtown, resulting in nine building façades improved
- Received a Virginia Main Street Milestone Award for 35,000 volunteer hours
- 24 new businesses opened in 2014
- Launched redesigned Old Town website and new mobile app
- Surpassed 9,000 followers on Old Town's Facebook page
- In partnership with Full Circle Marketing, the following events were held downtown as part of a broader revitalization strategy:

| Event | Month |
|---|-------------|
| Friday Night Live | June-August |
| Rockin' Independence Eve | July |
| Downtown Tailgate | September |
| OctoBeer Fest | October |
| Holly Jolly Celebration | December |
| KidzFest (NEW in 2014) | May |
| Jazz at the Taylor Pavilion (NEW in 2014) | Summer |



Farmers Market coming soon to the Taylor Pavilion

2014 Event Statistics

| Event | Statistics | Attendance |
|-----------------------------------|---|------------|
| Full Circle Marketing/City Events | 13 days, 9 events: 8 family-friendly, 1 adult | 19,700 |
| Walk/Run Events | 7 family-friendly events | 3,450 |
| Adult-Oriented Events | 7 days | 9,100 |
| Family-Friendly Events | 68 days | 46,205 |



For more information, visit the new Welcome Center at 33 E. Boscawen Street or www.OldTownWinchesterVA.com.

9,300+ followers

1,880+ followers



PARKS & RECREATION



Cal Ripken 10-Year-Old World Series

In August 2014, Winchester hosted 10 youth baseball teams from across the country during the Cal Ripken 10-Year-Old World Series in Jim Barnett Park. This was the second time Winchester hosted this national tournament since 2011.

An economic impact study estimated that the amount of money spent by out-of-town visits totaled \$463,162. View the entire report on the Park's website at www.winchesterva.gov/parks.

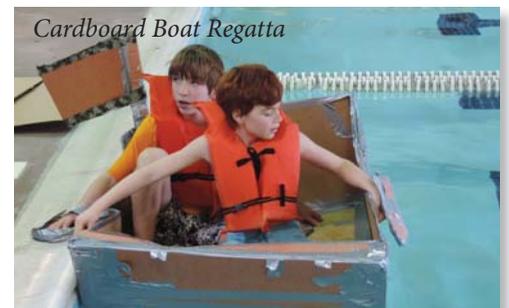
New Programs Added in 2014

- Kickball
- Summer Soccer League
- Couch to 5K
- Carmike Cinemas Movie Club
- Home School Swim Lessons
- Sign, Say and Play Baby
- Jewelry Making
- Cooking with Tastefully Thai
- Cupcake Decorating for Kids
- Cake From Scratch & Cake Decorating
- Ballet & Jazz classes – Kids and Adults
- Fitness Classes: Hot Hula & Kickboxing
- Drawing & Oil Painting Classes
- Ukrainian Easter Egg Decorating
- Cooking By The Books
- Dog Obedience
- Pokemon Card Club
- Bringing Balance to your Budget
- A Woman's Guide to Money Matters
- Health Care and Your Retirement
- Using Your Mobile Device Workshops
- Business Solutions
- ESL I & II
- Better Food Series & Recipes
- Be Healthy in 12 Easy Steps
- Mommy: I Love Nutrition
- Spring Detox Program
- Conversational Spanish I & II
- Exploring the Moccasin Trail
- Community Gardens
- Backyard Composting
- Food Preservation – Pressure Canning
- Ki-Akido Self-Defense – Kids & Adults
- Chess Club
- Wedding Planning Boot Camp
- Do it Yourself Dolls
- Proper Tree Planting, Care and Maintenance
- Guitar Lessons
- And many, many more!



Accomplishments

- Implemented the first ever City-sponsored Community Garden at Timbrook Park
- \$150,000 ADA project completed at Bridgeforth Field which included concrete ramps into the dugouts, new heated restrooms, new ticket booth, new souvenir stand and ADA compliant concrete sidewalks and ramps to stands
- Built Shawnee Springs Preserve Healing Trail
- Hosted the first All Paws on Deck dog swim and Cardboard Boat Regatta (pictured below) events
- Began the Abrams Creek Wetlands Preserve Marsh Restoration Project to preserve natural habitat of rare plants
- Installed a new scoreboard and completed infield grading and sod work at Bridgeforth Field



Cardboard Boat Regatta

New Park Events in 2014:

- Egg Splash
- Cardboard Boat Regatta
- All Paws on Deck Canine Swim
- Swimming with Santa
- Swinging Fore Sports Golf Tournament
- Alice in Wonderland Tea Party
- Aquatic Tri-athlon
- Six on the Court Volleyball Tournament
- Super Bowl Saturday Madden Challenge
- Pumpkins in the Pool
- Teen Swim Night
- Evening in Neverland



PUBLIC SERVICES

Photo by Meredith Butler

Streets Paved in 2014

| Streets | From | To |
|------------------------------------|-----------------|---------------|
| Millwood | Pleasant Valley | Jubal Early |
| Hawthorne | Amherst | End |
| Washington & Steward | Handley | Boscawen |
| Summit, Pleasant Valley & Imperial | Papermill | End |
| First, Second & Grace Streets | Papermill | Summit |
| Royal & Superior | Papermill | Imperial |
| Broadview | Papermill | Longview |
| Baldwin | Papermill | Bruce |
| Longview | Baldwin | End |
| Circle | Longview | End |
| Cameron | Bond | Southwerk |
| Kent | Millwood | Whitlock |
| Southwerk | Millwood | South Loudoun |
| Bond | Kent | South Loudoun |
| Hart | Cameron | South Loudoun |
| Battaile | Shawnee | City limits |
| Parkway | Cork | Hollingsworth |
| Leicester | Parkway | Opequon |
| Whittier | Amherst | Fox |
| Branner | Whittier | Marion |
| Miller | Handley | Seldon |
| Seldon | Miller | Meadow Branch |
| Vanceright | Miller | End |
| Dalton | Seldon | End |
| Road to Weaver Park | | |

Overall distance repaved: approx. 20.9 lane miles of the City's 221.5 lane miles of streets

Trees

| Action | # |
|---------------|-----|
| Trees Trimmed | 472 |
| Trees Planted | 101 |
| Trees Removed | 149 |
| Stumps Ground | 96 |

Proud to be a Tree City for 32 Years



TREE CITY USA®



WinTran

WinTran is the City's public transportation system.

2014 Ridership:

| | Fixed | ParaTransit |
|------|---------|-------------|
| 2013 | 115,345 | 14,845 |
| 2014 | 106,755 | 14,003 |

The Public Services Department includes the following divisions:

- **Public Utilities** - Operates the water plant, wastewater treatment plant, water distribution system and wastewater collection system
- **Engineering** - Reviews new site plans and subdivisions, conducts construction inspections, inspects the establishment and maintenance of Erosion and Sediment Control, oversees the enforcement of the VA Storm Water Management Regulations, and manages the Geographical Information System
- **Public Works** - Responsible for refuse, recycling, street and sidewalk maintenance, mowing, leaf collection, snow plowing, storm drains and dead animal removal
- **Traffic** - Operates and maintains all 56 traffic signals, pavement markings and street signs in the city
- **Facilities Maintenance** - Maintains City-owned properties
- **Transit** - Public transportation
- **Equipment Maintenance** - Maintains City-owned equipment and vehicles



2014 Street Maintenance Accomplishments

| Work | 2013 | 2014 |
|---------------------------------------|----------------|----------------|
| Sidewalks Replaced | 48 cubic yards | 71 cubic yards |
| Concrete Sidewalks Replaced w/ Rubber | 88 feet | 282 feet |
| Streets Swept | 3,710 miles | 5,351 miles |
| Medians/Rows Mowed | 237 acres | 375 acres |
| Leaves Collected | 358 tons | 384 tons |
| Storm Drains Cleaned | 2,964 | 2,283 |
| Potholes Repaired | 156 | 323 |

2014 Refuse & Recycling Totals

| | 2013 | 2014 |
|----------------------------------|--------------------|--------------------|
| Recycling Collected (% of Total) | 3,130 tons (31.8%) | 3,094 tons (32.0%) |
| Refuse Collected | 6,720 tons | 6,584 tons |
| FREE Recycling Bins Delivered | 1,297 | 1,186 |
| Presentations/Tours (Attendance) | 10 (495 people) | 18 (700 people) |
| Refuse Collection Services | 16,236 miles | 12,943 miles |
| Recycling Collection Services | 17,507 miles | 18,174 miles |
| Yard Waste Collection Services | 8,182 miles | 7,692 miles |

Master Plans

Winchester residents identified sidewalk replacements and street maintenance as a high priority in the City's 2014 Citizen's Satisfaction Survey. Find the Sidewalk and Street Master Plans on the City's website under "Public Utilities."

DID YOU KNOW?

Recycling 3,094 tons of materials saved over \$37,124 in landfill fees for the City in 2014.

Thank you for **recycling!** Together we can make a difference.



Bottles & Cans

778 Tons



Paper/Cardboard

1,326 Tons



Yard Waste

972 Tons

Meadow Branch Extension Project

At the October 14, 2014 regular meeting, City Council approved the preliminary design of the Meadow Branch Extension Project. The design contains the following elements:

1. Four lane divided roadway
2. Center median in all locations except for a short section of the new roadway just north of Buckner Drive where right-of-way limitations preclude the center median.
3. New traffic signal at the primary (north) entrance to the new John Kerr Elementary School
4. Ten-foot wide multi-use trail (Green Circle Trail) on the east side of the street
5. Five-foot wide sidewalk on the west side of the street with a five-foot separation between the curb and sidewalk where possible
6. Left turn lanes at primary intersections
7. Tree plantings in the median and between the curb and Green Circle/sidewalk
8. Streetlights
9. Drainage improvements that meet all of the state's new storm water regulations
10. Establish speed limit at 25 mph and prohibit thru trucks

NOTE: Construction to begin soon!

DID YOU KNOW?

Winchester's water distribution system is the third oldest in the U.S. and includes over 120 miles of pipe. The City has prioritized infrastructure replacement based on the most need and is currently replacing an average of two miles per year. It costs approx. \$3 million per mile to replace the water and sewer mains.

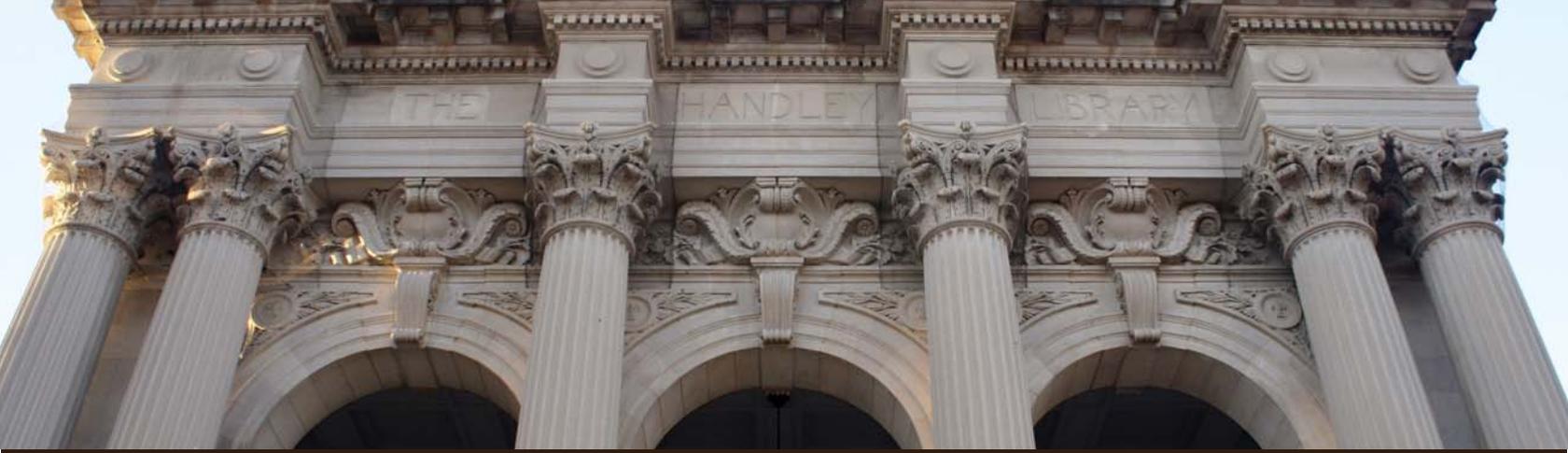


Photo by Ashley Clevenger

SOCIAL SERVICES

WDSS MISSION: People helping people TRIUMPH over poverty, abuse and neglect; to shape STRONG futures for themselves, their families and communities.

Child Care Services

Provides funding to enhance the quality, affordability, and supply of child care available to families.

Funding: 100% Federal

| | 2013 | 2014 |
|-----------------------------------|-----------|-----------|
| Households Served* | 80 | 92 |
| Children Served* | 188 | 327 |
| Total Child-care Subsidy Provided | \$413,544 | \$426,355 |

* Unduplicated count

Child Protective Services

Investigates reports and provides services to treat and prevent child abuse and neglect.

| | 2013 | 2014 |
|-----------------------|------|------|
| Intakes | 598 | 542 |
| Investigations | 59 | 79 |
| Founded Cases | 28 | 23 |
| Ongoing Cases | 24 | 21 |
| Family Assessments | 237 | 207 |
| Family Services Cases | 23 | 23 |



TANF

Provides time-limited financial assistance and employment-related services to enable families with children to become self-supporting.

Funding: 100% Federal

| | 2013 | 2014 |
|------------------------------|-----------|-----------|
| Applications | 474 | 388 |
| Unduplicated Recipient Count | 782 | 605 |
| Total Issued | \$400,957 | \$295,002 |

SNAP

Supplements the food budgets of low-income households to help provide a nutritional diet.

Funding: 100% Federal

| | 2013 | 2014 |
|------------------------------|---------|--------|
| Applications | 1,965 | 1,615 |
| Unduplicated Recipient Count | 7,963 | 7,441 |
| \$ Issued | \$7.2 M | \$6.5M |

Comprehensive Services Act

The purpose of the act is to provide high quality, child centered, family focused, cost effective, community-based services to at-risk youth and their families.

Funding: 43% Local • 57% State

| | 2013 | 2014 |
|--------------------|-------------|-------------|
| Children Served | 75 | 91 |
| Total Expenditures | \$1,455,285 | \$1,116,510 |

VIEW

Offers employment-related activities, education, training and needed support services to TANF recipients while providing the opportunity to achieve economic independence, opportunities and work skills necessary for self-sufficiency.

Funding:

15.5% Local • 62.5% State • 22% Federal

| | 2013 | 2014 |
|--|-----------|----------|
| Individuals Referred | 121 | 87 |
| Total Enrolled | 141 | 102 |
| # Involved in Work Activity (% of total) | 130 (92%) | 84 (82%) |
| # Employed (% of total) | 81 (57%) | 67 (66%) |
| Average Hourly Wage | \$8.68 | \$8.28 |
| Average Monthly Earnings | \$1,163 | \$1,069 |
| Supportive Services Expenditures | \$100,609 | \$95,020 |

Adoption

Funding: 50% State • 50% Federal

| | 2013 | 2014 |
|--|-----------------|-----------------|
| Adoptions | 2 | 2 |
| Adoption Subsidy & Special Needs Adoption (# people, \$ spent) | 44 \$452,628 | 43 \$505,639 |

Foster Care

| | 2013 | 2014 |
|-------------------------|------|------|
| Children in Foster Care | 22 | 33 |

Adult Services

Provides services to adults with disabilities 18 years of age or older and to adults age 60 years or older. These services are designed to assist the adult in remaining in the least restrictive setting and functioning as independently as possible, to establish or strengthen appropriate family and social support systems, and to support the adult in self-determination.

Funding: 20% Local • 80% Federal

| | 2013 | 2014 |
|---------------------------------|-----------|-----------|
| Adult Protective Investigations | 36 | 40 |
| Ongoing Cases | 58 | 51 |
| Companion Care | 1 | 1 |
| Companion Care Expenditures | \$3,768 | \$3,376 |
| Guardianships | 50 | 52 |
| Auxiliary Grant (pp served) | 30 | 30 |
| Auxiliary Grant Expenditures | \$154,945 | \$174,708 |

Medicaid

Makes direct payments to health care service providers for eligible individuals and families who are unable to pay for needed medical services such as prescription drugs, doctor visits, nursing facility care, and hospital care.

Funding: 42% State • 58% Federal

| | 2013 | 2014 |
|------------------------------|----------|---------|
| Applications | 1,564 | 2,646 |
| Unduplicated Recipient Count | 6,480 | 6,580 |
| \$ Issued | \$24.6 M | \$34.1M |

Energy Assistance

Assists low-income households in meeting their immediate home energy needs. **Fuel Assistance** purchases home heating fuel; **Crisis Assistance** assists with an emergency heating need; and **Cooling Assistance** assists with payment to operate or repair/replace cooling equipment.

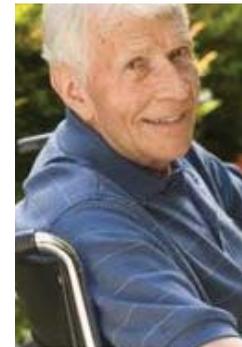
Funding: 100% Federal (\$188,686)

| | 2013 | 2014 |
|----------------------|------|------|
| Fuel Applications | 527 | 454 |
| Crisis Applications | 133 | 149 |
| Cooling Applications | 317 | 312 |

General Relief

Provides burial assistance to indigent individuals and families.

| | 2013 | 2014 |
|--------------|---------|----------|
| Burials | 11 | 17 |
| Expenditures | \$6,215 | \$10,103 |



CommonHelp

The CommonHelp online application portal is a State of Virginia initiative started in October 2012. It provides 24/7 online access to health and human services information and benefits for Virginia residents from any computer.

www.commonhelp.virginia.gov

CommonHelp allows citizens to screen for potential eligibility and apply for:

- SNAP (Supplemental Nutrition Assistance Program)
- TANF (Temporary Assistance for Needy Families)
- Medical Assistance (Medicaid)
- Child Care
- Energy Assistance

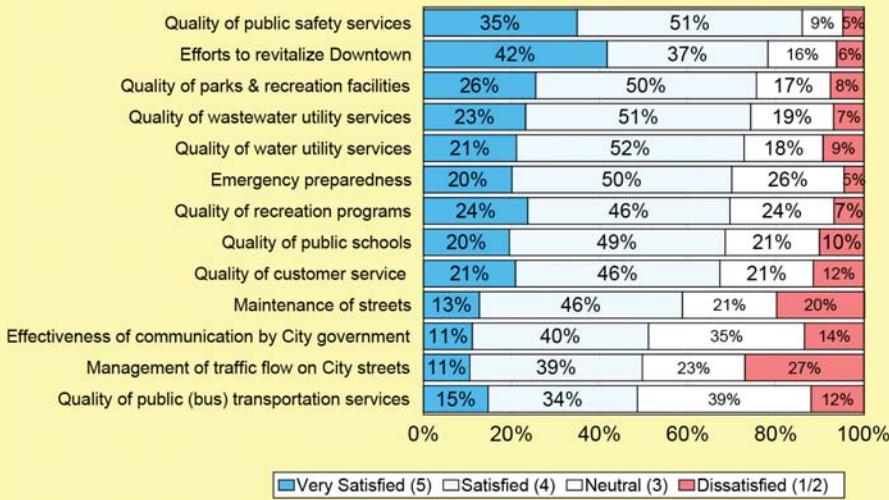


Photo by Chrystal Vincent

CITIZEN SURVEY

Q1. Overall Satisfaction With City Services by Major Category

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



The survey revealed that residents are most satisfied with the quality of public safety services (86%) and the City's efforts to revitalize downtown (79%).

Maintenance of City streets has gone up by 6% since 2008 (53%), 2011 (56%) and 2014 (59%).

DID YOU KNOW?

Every three years, the City conducts a citizen satisfaction survey to determine what services are most important to citizens and to reveal service areas in need of improvement. The final report is available on the City's website under the "Citizen" tab.

Source: ETC Institute DirectionFinder (October 2014-Winchester, VA)

The areas residents feel should receive the most emphasis over the next two years are maintenance of streets, quality of public schools and management of traffic flow.

The top two services were the same in 2011.

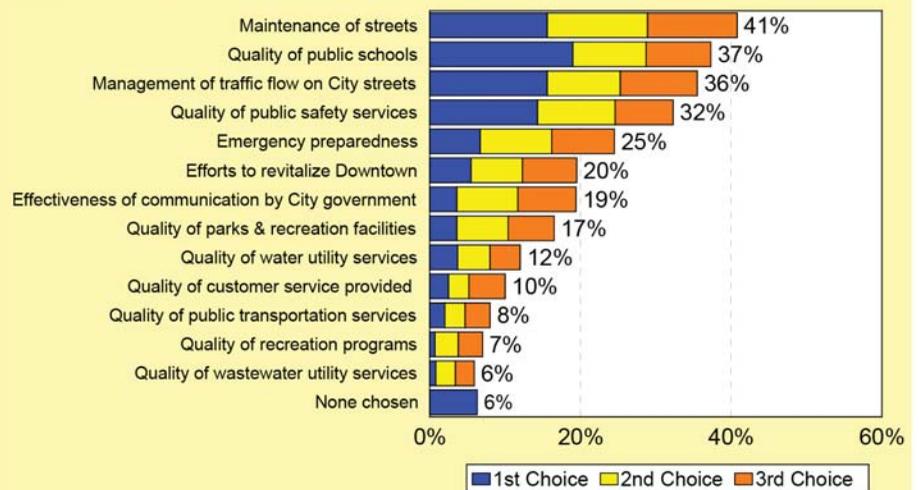
Feeling Safe:

Based on the percentage of respondents who indicated they felt "very safe" or "safe," 93% of respondents felt safe walking in their neighborhood during the day. Other similar feelings of safety include:

- In Downtown Winchester during the day (92%)
- In City parks during the day (83%)

Q2. City Issues That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top three choices





COMMUNICATIONS



Since inception in 2004, over 250 people have graduated from the INSIGHT Citizen's Academy and many have gone on to serve on an advisory board or City Council. The INSIGHT program offers local residents a chance to get to know their local government through interactive discussions and facility tours. The 2016 program will begin in January.

Registration accepted year-round.

www.WinchesterVA.gov/INSIGHT



In 2014, the City added an online form allowing residents to submit requests for service such as pothole, traffic signal issues, animal in the roadway, etc. Find the form on the City's website (click the "online services" button).

Winchester Alerts

Get emergency and non-emergency alerts from the City. Subscribe to the City's NEW emergency notification system, Winchester Alerts, at www.winchesterva.gov or call (540) 545-4739 (M-F, 8 am-5 pm). Non-emergency alerts are subscription-based and you decide what messages to receive. Remember to store your username and password as all settings are customizable and you can log on to keep your information up-to-date.



Social Media



6,800+



1,440+

LinkedIn

225+

followers on LinkedIn

Channel 6

The City utilizes its cable channel to promote services, events, meetings, closures and more.

All Regular Council meetings are also broadcast live and replayed the following Thursday (6 pm).

Website

- Total visits: – 509,574 ↓12.7%
- Viewer demographics:
 - Age 18-24 – 10.64%
 - Age 25-54 – 66.37%
 - Age 55-64 – 15.35%
 - Age 65+ – 7.65%
- Most visited pages (# of views):
 - Home page – 214,884
 - Employment – 125,872
 - Parks and Rec – 51,307
 - Contact Page – 32,912
 - Human Resources – 30,837
 - Latest News – 38,136
 - Apple Blossom – 15,912
 - Pay Your Bills – 12,617
 - Calendar – 11,749
 - Transit Schedule – 10,995

Newsletters

City's (weekly)

880+

CitE-News subscribers

Park's (monthly)

2,890+

ActivitE-News subscribers

Strategic Plan 2014-2015 ROAD MAP



GOAL 1

Grow the Economy

ECONOMY

- Wards Plaza Development
- Conference Center Strategy
- Career & Technical Education Program
- Meadow Branch Avenue Development
- S. Pleasant Valley Road Development
- Winchester Towers Redevelopment
- Amphitheater (Jim Barnett Park) Strategy
- Major Employer Attraction Strategy
- Economic Development Performance Standards and Metrics
- Enterprise Zone Designation

GOAL 2

Develop a High Performing City Organization

ORGANIZATION

- School Funding
- Community Events Policy
- Comprehensive Capital Improvement Plan
- City Reorganization Plan
- Information Technology Master Plan
- City-wide Public Communications and Marketing Plan

OLD TOWN

- Taylor Hotel Renovation
- Old Town Gateway Enhancements
- National Historic District Expansion
- Events Coordinator and Community Events Expansion
- Downtown Branding Initiative

LIVABLE

- John Kerr Elementary School
- City Gateway Beautification Project
- North End Redevelopment Strategy
- Comprehensive Zoning Ordinance Rewrite
- Sidewalk and Street Master Plan
- Stormwater Management Plan

GOAL 3

Continue the Revitalization of Historic Old Town

GOAL 4

Create a more Livable City for All



**VISION
2028**

MISSION

- The City of Winchester is a beautiful, historic city and a hometown for families.
- Winchester has a vibrant downtown, a growing economy, great neighborhoods with a range of housing choices and easy movement.

The City of Winchester's mission is to be a financially sound city providing top quality municipal services while focusing on the customer and engaging our community.

2015 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 | 356 | 111 | 467 | 8 | 103 | 190 | 5 | 123 | 23 | 43 | 12 | 0 | 2 | 1204 | 0 | 4 | 2 |
| February | 357 | 133 | 490 | 7 | 126 | 179 | 5 | 125 | 21 | 39 | 15 | 0 | 0 | 984 | 0 | 3 | 3 |
| March | 389 | 111 | 500 | 7 | 104 | 201 | 3 | 139 | 26 | 41 | 14 | 0 | 0 | 1456 | 0 | 2 | 1 |
| 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 | 1102 | 355 | 1457 | 22 | 333 | 570 | 13 | 387 | 70 | 123 | 41 | 0 | 2 | 3645 | 0 | 9 | 6 |
| | 75.63% | 24.37% | | 6.20% | 93.80% | 51.72% | 1.18% | 35.12% | 6.35% | 8.44% | 2.81% | | | | | | 66.67% |
| | % of Total | | | % of Fire | | % of EMS Responses | | | | % of Total | | | | | | | 26.3% National Average |

| 10 Years of Incidents | | | | | | | | | | | |
|-----------------------|------|------|------|------|------|------|------|------|------|------|------|
| 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
| 4932 | 5288 | 5711 | 5673 | 5571 | 5365 | 5407 | 5539 | 5541 | 5756 | 5605 | 5888 |

Other Monthly Activity:



Fire Academy Training, Ice Removal from City Hall, Community Leadership Meets the Fire Department

FY 2015 EMS Revenue Recovery Statistics

| | Gross Revenue | Manual Contractual Allowances | Automatic Contractual Allowances | Refunds | Net Collectable | Payments from Patients | Payments from Insurance | Total Deposits |
|------------------|-----------------------|-------------------------------|----------------------------------|-------------------|-----------------------|------------------------|-------------------------|---------------------|
| JULY | \$137,770.00 | \$9,086.48 | \$25,204.96 | \$572.00 | \$102,906.56 | \$7,553.06 | \$81,705.89 | \$89,258.95 |
| AUGUST | \$152,144.00 | \$5,850.90 | \$28,995.09 | \$86.20 | \$117,211.81 | \$5,639.83 | \$79,022.58 | \$84,662.41 |
| SEPTEMBER | \$167,371.00 | \$5,788.36 | \$32,894.74 | \$0.00 | \$128,687.90 | \$3,870.80 | \$65,254.01 | \$69,124.81 |
| OCTOBER | \$176,373.00 | \$13,803.42 | \$30,490.83 | \$481.21 | \$131,597.54 | \$5,531.26 | \$104,650.23 | \$110,181.49 |
| NOVEMBER | \$150,539.00 | \$11,969.51 | \$23,077.46 | \$1,606.49 | \$113,885.54 | \$5,146.74 | \$87,407.18 | \$92,553.92 |
| DECEMBER | \$172,016.00 | \$7,560.54 | \$34,430.04 | \$0.00 | \$130,025.42 | \$4,406.02 | \$86,192.37 | \$90,598.39 |
| JANUARY | \$176,435.00 | \$10,421.65 | \$28,624.64 | \$496.24 | \$136,892.47 | \$5,036.24 | \$91,141.31 | \$96,177.55 |
| FEBRUARY | \$165,138.00 | \$11,714.44 | \$28,849.64 | \$120.89 | \$124,453.03 | \$4,882.96 | \$94,845.90 | \$99,728.86 |
| MARCH | \$183,307.00 | \$9,500.65 | \$28,505.68 | \$813.16 | \$144,487.51 | \$9,837.78 | \$104,192.45 | \$114,030.23 |
| APRIL | | | | | \$0.00 | | | \$0.00 |
| MAY | | | | | \$0.00 | | | \$0.00 |
| JUNE | | | | | \$0.00 | | | \$0.00 |
| TOTALS | \$1,481,093.00 | \$85,695.95 | \$261,073.08 | \$4,176.19 | \$1,130,147.78 | \$51,904.69 | \$794,411.92 | \$846,316.61 |



2015 Fire Marshal Division Statistics

| Month | City Fire Property Dollar Loss/Save | | | Plan Review | | Inspections/Investigations | | | | | | | Public Education | | | | |
|--------------|-------------------------------------|-----------------------|-----------------------|-------------|-------------------|----------------------------|-----------|-----------|----------|----------|----------|--------------|---------------------|-----------------------|-------------------|-----------------|--------------|
| | Loss | Value | Saved | # | Revenue Generated | Annual Fire Insp. | Follow-up | Sprinkler | Alarm | Supres. | Site | Other Insp.* | FMO Staff Investig. | Smoke Alarms Installs | Car Seat Installs | Pub Ed Children | Pub Ed Adult |
| January | \$212,000.00 | \$1,869,100.00 | \$1,657,100.00 | 10 | \$272.34 | 9 | 27 | 2 | 0 | 1 | 0 | 13 | 3 | 2 | 8 | 0 | 9 |
| February | \$21,500.00 | \$318,200.00 | \$296,700.00 | 7 | \$74.46 | 40 | 37 | 2 | 0 | 0 | 0 | 23 | 2 | 0 | 23 | 3 | 28 |
| March | \$25,050.00 | \$4,673,500.00 | \$4,648,450.00 | 17 | \$1,383.12 | 17 | 14 | 0 | 0 | 1 | 1 | 25 | 3 | 0 | 10 | 39 | 25 |
| 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 | \$258,550.00 | \$6,860,800.00 | \$6,602,250.00 | 34 | \$1,729.92 | 66 | 78 | 4 | 0 | 2 | 1 | 61 | 8 | 2 | 41 | 42 | 62 |

Other Inspections includes:

- New Business Inspections
- Massage Permit Inspections
- Knox Box Installation and Maintenance
- Temporary Use Occupancy Inspections
- Night Club Life Safety Inspections



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
 March 2015**

5 YEAR TREND FOR MAJOR CRIMES- MARCH

| | 2011 | 2012 | 2013 | 2014 | 2015 |
|--------------------|------|------|------|------|------|
| THEFT | 62 | 59 | 38 | 45 | 49 |
| GRAND THEFT | 15 | 22 | 11 | 8 | 11 |
| MVT | 1 | 1 | 4 | 4 | 1 |
| ROBBERY | 5 | 2 | 1 | 0 | 2 |
| RAPE | 0 | 1 | 1 | 1 | 0 |
| B&E | 3 | 8 | 11 | 8 | 10 |

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

| | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------------------------|------|------|------|------|------|
| Felony Arrests | 26 | 12 | 37 | 40 | 36 |
| Misdemeanor Arrests | 174 | 181 | 154 | 194 | 181 |
| Legal Document - Felony | 28 | 46 | 36 | 27 | 45 |
| Legal Document - Misdemeanor | 128 | 202 | 160 | 58 | 124 |
| DUI Arrests | 30 | 27 | 21 | 22 | 22 |
| Incident Reports | 303 | 333 | 276 | 300 | 263 |
| Field Contacts Documented | 36 | 78 | 17 | 12 | 30 |
| Speeding - Radar | 197 | 95 | 43 | 125 | 94 |
| Traffic Violations | 496 | 229 | 301 | 368 | 366 |
| Vehicle Crash Investigations | 51 | 65 | 37 | 15 | 54 |
| Warning Citations | | | | 71 | 207 |
| Vehicle Stops | 1706 | 1214 | 1217 | 1518 | 1414 |
| Parking Violations | 266 | 196 | 222 | 98 | 150 |

Up-to-date statistics can be found at <http://winchesterpolice.org/crime-statistics> and up-to-date crime maps are available at <http://winchesterpolice.org/city-of-winchester-crime-map>.