

STRATEGIC PLAN 2014 → 2019 → 2028



**Winchester, Virginia
January 2014**



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STRATEGIC PLANNING FOR THE CITY OF WINCHESTER

Strategic Planning Model for the City of Winchester

Value-based principles that describe the preferred future in 15 years

VISION

**Destination
“You Have Arrived”**

Strategic goals that focus outcome-base objectives and potential actions for 5 years

PLAN

**Map
“The Right Route”**

Focus for one year – a work program: policy agenda for Mayor and Council, management agenda for staff; major projects

EXECUTION

**Itinerary
“The Right Direction”**

Principles that define the responsibility of city government and frame the primary services – core service businesses

MISSION

**Vehicle
“The Right Bus”**

Personal values that define performance standards and expectations for employees

CORE BELIEFS

**Fuel
“The Right People”**

CITY OF WINCHESTER VISION 2028

Winchester Vision 2028

WINCHESTER 2028 is a

Beautiful, Historic City ⁽¹⁾

and a Hometown for Families ⁽²⁾.

WINCHESTER 2028 has a

Vibrant Downtown ⁽³⁾,

a Growing Economy ⁽⁴⁾,

Great Neighborhoods with a Range of Housing Choices ⁽⁵⁾

and Easy Movement ⁽⁶⁾.

Winchester Vision 2028

PRINCIPLE 1

BEAUTIFUL AND HISTORIC CITY

► Means

1. Celebrating, promoting and leveraging Winchester's history – a true community asset
2. Beautiful and distinctive gateways and entrances to Winchester
3. Preservation and restoration of historic buildings and sites – original buildings from frontier, colonial and civil war periods
4. New buildings and homes reflecting the City's development standards and regulations
5. Wayfinding signage guiding visitors on tours of the community
6. Well designed, well maintained streetscapes, median, parks and green areas
7. Small Town Charm
8. Repeat visitors coming to discover more about Winchester

PRINCIPLE 2

HOMETOWN FOR FAMILIES

► Means

1. New residents making Winchester their "hometown"
2. Great place to raise children or bring your grandchildren
3. Young professionals finding Winchester a place that they want to locate
4. Individuals retiring to Winchester
5. Quality public schools and educational programs – nationally recognized
6. Strong faith based organizations and community organizations working together
7. Convenient daily living: easy access to services, shopping, medical and leisure activities
8. Parks with a variety of amenities

PRINCIPLE 3

VIBRANT DOWNTOWN

► Means

1. Regional destination and focal point
2. Easy access and convenient parking
3. Pedestrian friendly and walkable
4. Place for exciting community events and festivals
5. Entertainment venues offering choices: fun and excitement
6. Increased occupancy with more people living in the Historic Old Town
7. Essential services available – grocery, drug
8. Preservation of small town feeling and character

PRINCIPLE 4

GROWING ECONOMY

► Means

1. Increase community prosperity and wealth through having higher paying jobs
2. Expanded Shenandoah University and Lord Fairfax Community College offering a range of undergraduate and graduate programs, post graduate – including medical
3. Regional Center for Medical and Healthcare Services
4. Diversify the economy with more manufacturing and technology related jobs
5. Active, successful tourism economy: history, ecotourism
6. Expanded tourist venues-more reasons to come and return to Winchester
7. CTE – expanded partnerships and programs
8. Workforce development preparing individuals for 21st century job opportunities

PRINCIPLE 5

GREAT NEIGHBORHOODS WITH A RANGE OF HOUSING CHOICES

► Means

1. Well maintained public neighborhood infrastructure: streets, sidewalk, streetscapes and public areas
2. Choice of housing opportunities: different life style and price points
3. Well maintained homes (owners occupied or rental) meeting City standards and codes
4. Safe walkable neighborhoods that are pedestrian and bike friendly
5. Residents feeling safe and secure in their homes and out in their neighborhoods
6. Green space throughout neighborhoods including pocket spaces and community gardens
7. Mixed use neighborhoods in major locations

PRINCIPLE 6

EASY MOVEMENT

► Means

1. Well designed, well maintained highways and streets
2. Sidewalks and trails connecting the city
3. Residents having a choice of alternatives to the automobile
4. Bike friendly community with routes and racks
5. Safe walkable community for purpose and recreation
6. Effective public transportation (transit, taxi, etc.) serving the needs of the community and residents: used by choice
7. Effective traffic flow within the city and to the region
8. Regional air service to major destinations

WINCHESTER CITY GOVERNMENT: OUR MISSION

Winchester City Government: Our Mission

The mission of the City of Winchester is to be a

Financially Sound City ^(A)

providing Top Quality Municipal Services ^(B)

while Focusing on the Customer ^(C)

and Engaging our Community ^(D).

Winchester City Government: Our Mission

PRINCIPLE A

FINANCIALLY SOUND CITY

► Means

1. Having residents feeling that they are receiving value for their tax dollars and fees
2. Having a competitive, responsible City tax rate and fees
3. Having adequate resources to support defined City services and levels of service
4. Providing City services in the most cost effective, efficient manner
5. Developing public-private partnership: projects, service delivery
6. Continuously exploring methods to reduce the costs of service delivery, including contracting for service delivery
7. Investing in the maintenance and upgrade of City facilities and infrastructure

PRINCIPLE B

TOP QUALITY MUNICIPAL SERVICES

► Means

1. Providing services that are valued by our residents and businesses
2. Developing and using service benchmarks
3. Developing and retaining a quality City workforce dedicated to serving the Winchester community
4. Using technology to enhance the delivery of City services
5. Identifying "best practices" and applying when appropriate to the City of Winchester
6. Developing and updating strategic plans, master plans and land use plans in decision making and actions
7. Timely responding to emergency and nonemergency calls for service

PRINCIPLE C

FOCUSING ON THE CUSTOMER

► Means

1. Listening to and understanding the City's customers
2. Treating your customer in a fair and respectful manner
3. Keeping your customers informed on an ongoing basis
4. Taking personal responsibility for customer service, being accountable for the services provided
5. Follow up with customers on the results
6. Hire employees and develop City employee skills and techniques

PRINCIPLE D

ENGAGING OUR COMMUNITY

► Means

1. Maintaining an open and transparent City government
2. Providing easy access to information and service for residents
3. Keeping the community informed on plans and future developments
4. Using effectively advisory boards, commissions, task forces and citizen committees
5. Developing and maintaining strong working relations with major institutions: Shenandoah University, Valley Medical Center
6. Developing and maintaining strong relationships with economic development partners

CITY OF WINCHESTER PLAN 2014 – 2019

City of Winchester Goals 2019

Grow the Economy



Create a More Livable City for All



Develop a High Performing Organization



Continue Revitalization of Historic Old Town

Goal 1

Grow the Economy

OBJECTIVES

1. Develop a workforce prepared for 21st century job opportunities
2. More higher paying jobs for residents through federal government, professional/support service and manufacturing
3. Expand educational programs linked to medical and healthcare job opportunities
4. Increase number of start up businesses
5. More diverse local economy
6. Increased high tech businesses and job opportunities

MEANS TO CITIZENS

1. Less tax burden on the single-family homeowner
2. Ability to work near home resulting in more leisure and family time
3. Opportunities for higher paying jobs in Winchester
4. Option to start and grow a business
5. Greater convenience for shopping and dining

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Lack of a conference/convention center to host significant numbers or major events
2. Promoting and creating a positive environment for small business “start ups” and growth
3. Changing the perception of Winchester from “non exciting, boring, stuffy” City to “ dynamic, vibrant, safe, lively and welcoming” City
4. National Marketing the Winchester community and the region for business
5. Marketing to retail businesses not currently present in the City
6. Attracting young college educated professionals

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Growing interest and marketing in historic, civil are and outdoor recreation tourism
2. Positive momentum with Shenandoah University and Valley Health
3. Tapping the location near Washington, D. C.
4. Competition and collaboration from County and other communities
5. Location: easy access to major metropolitan areas and to great outdoor experiences
6. Uneven “playing field” with Virginia’s moratorium on annexations
7. Federal government decentralizing office and agency locations
8. Attracting value added businesses that are less subject to outsourcing

POLICY ACTIONS 2014 – 2015

	PRIORITY
1. Meadow Branch Avenue: Development	Top Priority
2. Conference Center: Development	Top Priority
3. Enterprise Zone: Next Steps	Top Priority
4. Retail Attraction/Retention Strategy	High Priority
5. Patsy Cline Economic Strategy Development	High Priority
6. Zero Pak Redevelopment	Mod Priority
7. Monticello Battaile Road Development	

MANAGEMENT IN PROGRESS 2014 – 2015

1. Major Employer Attraction Strategy: Implementation (EDA)
2. Cancer Center Development: Decision, Site Plan, Bond Issuance
3. 317 South Cameron Street Redevelopment (Old Jail): Close the Deal
4. Student Housing Plan: Belleview Direction
5. Career Technical Education Center (at Douglas Learning Center)

MANAGEMENT ACTIONS 2014 – 2015

	PRIORITY
1. EDA Staffing	Top Priority
2. Federal Mogul Reuse: Clean Up, Marketing	Top Priority
3. City Relations with Businesses: Action Plan	High Priority
4. McCormac Amphitheater: Development	High Priority

ON THE HORIZON 2015 - 2019

1. Ward Plaza: Taft Avenue
2. Valley Health Expansion: City Participation
3. Student Housing Long Term Plan
4. Professional and Corporation Business Recruitment/Attraction Strategy
5. Tourism Marketing Program
6. Winchester Towers: Redevelopment

Goal 2

Create a More Livable City for All

OBJECTIVES

1. Revitalize the North side neighborhood
2. Develop neighborhood parks with amenities and community gathering spaces: Weaver, Whittier, Friendship, Douglass
3. Upgrade City school facilities
4. Manage future growth, development and redevelopment consistent with City's vision, comprehensive plan and development standards and policies
5. Revitalize center city neighborhoods
6. Create a safe community: people feeling safe in all neighborhoods
7. Create a more bikable and walkable City connecting key community destinations

MEANS TO CITIZENS

1. Protection of property values
2. More reason to live in Winchester
3. Feeling safe and secure at home and in the community
4. More choices for your leisure time
5. Opportunities to enhance your personal health and wellness
6. Different housing choice for different stages of life or different life style

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Individual property owners not investing in the maintenance or upgrade of the buildings, rental homes or properties
2. Transforming vision and plans into real projects and valued results
3. Revitalizing existing neighborhoods with residents not vested
4. Defining and funding the City's role and activities
5. Working with the private sector to redevelop and upgrade
6. Involving the residents and businesses in creating a safe community
7. Differing definition of "livable community" among residents
8. Community acceptance of less than attractive

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Residents' expectations of instant results versus the regulatory reality
2. Working with and involving neighborhoods and residents
3. Outreach to Hispanic community
4. Reduced federal and state funding for community development and redevelopment
5. Neighbors not knowing neighbors
6. Residents calling Council members and not the Police Department

POLICY ACTIONS 2014 – 2015

	PRIORITY
1. John Kerr Elementary School	Top Priority
2. City Gateway Beautification Project	Top Priority
3. North End Redevelopment Strategy and Action Plan	High Priority
4. Storm Water Management Policy and Utility	High Priority
5. Housing Stock Condition Assessment and Plan	High Priority
6. Social Beverage Approval: Beer/Wine at War Memorial Building/Amphitheater	Mod Priority
7. Frederick Douglass Park Development	
8. Youth Activities and Employment	
9. Development Standards: Development (Street Lights, Street Width, etc.)	
10. Schools Master Plan	

MANAGEMENT ACTIONS 2014 – 2015

	PRIORITY
1. Douglas Learning Center Renovation	High Priority
2. Substance Abuse/Mental Health	High Priority
3. Parks and Recreation Needs Assessment	High Priority

MANAGEMENT IN PROGRESS 2014 – 2015

1. Police Department Survey: Report and Actions
2. Field Maintenance Plan: Implementation
3. Community Gardens: Pilot Project
4. SWAT Truck
5. Neighborhood Walking Tours and Council Report on Finding (CRT/CDC)
6. Heroin Use Reduction Action Plan
7. Blighted Structure Report
8. Social Services Emergency Management Plan
9. Active Shooter Program/Training
10. Cal Ripken World Series
11. Rental Space at Youth Development Center
12. Comprehensive Service Act: Corrective Action Plan
13. Aquatics Facelift (Outdoor/Indoor)
14. Comprehensive Zoning Ordinance: Revision
15. 414 South Braddock Street Resolution
16. Online Participant Registration for Web Trac

MAJOR PROJECTS 2014 – 2015

1. Bermuda Grass Fields: Staffing and Equipment
2. Parks: ADA Compliance (Phase I)
3. Skate Pavilion
4. South Loudoun/Abrams Creek Drainage Project
5. Citywide Sidewalk Improvements: Phase II Project (Loudoun and Cork)
6. Green Circle Trail: Phase II Project
7. Bridgeforth Stadium: Turf
8. I-81 Interchange (VDOT) – Exit 313: Preliminary Design
9. East Lane/Piccadilly/National Avenue Realignment
10. Tevis Street Extension: Design
11. Jim Barnett Park Signage and Beautification: Phase I
12. Green Circle Trail Phase III: Design
13. Hope Drive Extension: Design
14. Valley Avenue Sidewalk/Drainage Improvements: Design
15. Millwood Avenue Improvement (with SU)
16. Nester Drive Extension
17. Tevis Bridge (VDOT)

ON THE HORIZON 2015 – 2019

1. Frederick Douglass Elementary School
2. Middle School: Direction
3. Henry Street Redevelopment
4. Green Space: Expansion
5. Traffic Enforcement Evaluation (Speeding, Stop Signs, Speed Limits)
6. Treatment Center, Information from Centers
7. Outreach to Hispanic Community
8. Bikes on Sidewalks Ordinance
9. Comprehensive Walkable/Bikeable Master Plan
10. Neighborhood Patrol/Community Policing Action Plan
11. North Loudoun Street Redevelopment Strategy and Action Plan
12. Potato Hill Redevelopment Strategy and Action Plan
13. Woodstock Lane Redevelopment Strategy and Action Plan
14. Race Relations Strategy/Outreach
15. Underground/Alternative Utilities Location
16. Neighborhood Parks: Future Development
17. City Gateways: Valley

Goal 3

Develop a High Performing Organization

OBJECTIVES

1. Attract, develop and retain a quality City workforce including management succession capacity in all departments
2. Increase teamwork and collaboration among City departments
3. Upgrade, increase the use of information technology to increase productivity and to engage the customer service
4. Provide adequate resources for the defined core City services and service levels
5. Maintain a high level of customer satisfaction with City services
6. Maintain competitive compensation and benefits for City employees
7. Improve communications within the City Organizations and with the Winchester Community

MEANS TO CITIZENS

1. Service value for their tax dollars and fees
2. Reliable, no hassle delivery of City services
3. Timely response to an emergency or nonemergency calls for service
4. Great customer service from City employees who are dedicated to serving you
5. Easy access to City information and services
6. Opportunities to become involved in City governance and service delivery

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Continue to expand and promote interdepartmental teamwork and collaboration
2. Using technology to enhance service delivery and improve productivity
3. Funding for school facilities and annual operations
4. Funding and facilities for professional training and development
5. More Federal and Commonwealth of Virginia regulations, mandates and monitoring
6. Balancing individual agenda versus best for the overall community
7. Aging City facilities and infrastructure needing upgrades or replacements

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Significant tax exempt properties receiving direct services, funded by other tax payers
2. Degree of reporting to Council: strategic plan, projects, service actions, events or occurrences
3. Antiquated City Hall with limited parking, access problems, security concerns, split work locations that reduces productivity
4. Uncertain impacts of the Affordable Care Act
5. Increasing costs of delivering City services
6. Determining the cost recovery from fees for programs, activities and services
7. Anti tax and anti government political environment
8. Working with Frederick County toward service collaboration or merger

POLICY ACTIONS 2014 – 2015

- | | |
|---|-----------------|
| | PRIORITY |
| 1. Public Safety Communications System | Top Priority |
| 2. Incentives for City/School Employees | High Priority |
| 3. Community Events Policy: Review | High Priority |
| 4. Citizens/Community Survey | Mod Priority |

MANAGEMENT ACTIONS 2014 – 2015

- | | |
|--|-----------------|
| | PRIORITY |
| 1. Succession Planning: Development | Top Priority |
| 2. Comprehensive Municipal Facilities/Historic Maintenance Building Plan | Top Priority |
| 3. Human Resources: Policy and Procedures | High Priority |
| 4. Public Services Facility/Municipal Service Center: Direction | |
| 5. Utility Billing System: On Line | |
| 6. JJC: Phone System Upgrade | |
| 7. Sheriff Staffing: Funding | |

MANAGEMENT IN PROGRESS 2014 – 2015

1. City Owned Property Report and Map
2. City Reorganization Plan: New Phase
3. Boards/Commissions: Orientation Program
4. Emergency Operations Plan: Revision

MANAGEMENT IN PROGRESS 2014 – 2015

(Continued)

5. Information Technology Master Plan: Update
6. Hiring Process: Review/Revision
7. Emergency Management Social Media
8. Affordable Care Act: Part Time Employees
9. Volunteer Organizations Active in Disaster (Regional)
10. Fire Code and Permit Updates (including Inspections)
11. Employee Annual Performance Review
12. Emergency Management Professional Development Series
13. Performance Measures: Refinement
14. Building Permit Fee Schedule: Review
15. Fire and EMS Reporting System: Implementation
16. Hazmat Vehicle Storage
17. SunGard Enterprise Software: Web Enablement
18. City Hall Security Plan
19. Fire Volunteer Recruitment and Retention Program
20. Time and Attendance Software (Citywide)
21. Employee Survey
22. Student Internship/Work Study Program: Formalization
23. Employee Wellness Program
24. Payroll Process Software: Implementation
25. Comprehensive Formal Communications and Marketing Plan
26. Personal Property Application Software
27. Real Estate Application Software

ON THE HORIZON 2015 – 2019

1. Pool/Aquatic Center: Direction
2. “One Stop Shop” for Development/Business Licenses
3. Intergovernmental Relations with Frederick County
4. Customer Service Audit (Permitting, Inspection (Fire/Building) and requests)
5. Training Program Development
6. Air Force ROTC Program in High School
7. Comprehensive Salary and Benefit Study
8. City-Schools Service Consolidations
9. Impact Fees Model
10. Computer Assessment Mass Appraisal

Goal 4

Continue Revitalization of Historic Old Town

OBJECTIVES

1. Continue investment by EDA and Public-Private Partner for acquisition/ redevelopment in Historic Old Town
2. Retain and increase professional service/technology businesses
3. Increase the number of residents living in Downtown through mixed use development
4. Establish a viable “Arts and Entertainment” district
5. Enhance gateways to Historic Old Town
6. Increase private investment in façade improvements and second/upper floor development
7. Expand revitalization efforts to all parts of Secondary Assessment District

MEANS TO CITIZENS

1. Downtown – the focal point for the Winchester community
2. Opportunities to live in a small town downtown with the convenience to walk for daily necessities and entertainment
3. Places to shop and eat without leaving Winchester
4. Family oriented, affordable events
5. Celebrating and preserving the history of Winchester

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Marketing Historic Old Town to residents and to the outside world
2. Working with absentee property owners and maximize best tenants
3. Keeping the positive momentum building in the Historic Old Town and expand to broader Downtown area
4. Developing a range of housing options in Downtown
5. Funding and support for projects in Historic Old Town
6. Defining and prioritizing community events and festivals
7. Defining “success” for Historic Old Town
8. Level of service exceeds revenues collected from special district

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Working with property owners and business owners
2. Defining the City's role and actions in Historic Old Town
3. Some aging and blighted buildings and homes needing major rehabilitation or demolition/replacement
4. Managing expectations of businesses, property owners and residents
5. Traditional attitudes of some business owners and understanding, using “best business practices” by merchants
6. Support for proactive city codes, standards and actions, including noise

POLICY ACTIONS 2014 – 2015

- | | PRIORITY | |
|---|---|---------------|
| 1. Historic Old Town Gateway Enhancements | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 2. Comprehensive Parking Strategy
(Residential, Credit Card, Self Sufficiency) | <table border="1"><tr><td>Mod Priority</td></tr></table> | Mod Priority |
| Mod Priority | | |
| 3. Downtown Branding and Materials Plan:
Development | | |

MAJOR PROJECTS 2014 – 2015

1. Taylor Hotel Project: Public Spaces
2. Cork Street Sidewalks
3. Parking Garage Improvements
4. Green Circle Trail (Downtown Phase)

MANAGEMENT ACTIONS 2014 – 2015

- | | PRIORITY | |
|--|---|---------------|
| 1. Events Coordinator and Policy | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. National Historic District: Expansion | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 3. Market Rate Housing Unit (25): Construction | | |

ON THE HORIZON 2015 – 2019

1. Public Arts Policy
2. Ice Skating: Direction
3. Class “A” Office Space/Building
4. Gateway: Amherst Street
5. Old Courthouse: Use Agreement
6. Taylor Hotel Project: Next Phase
7. Downtown Façade Improvement Program
8. Downtown Special Assessment District
9. Waiver for Residential in Assessment District

MANAGEMENT IN PROGRESS 2014 – 2015

1. Trolley: Policy on Use
2. Downtown Public Safety Security Plan: Update Report
3. Downtown Façade Improvement Program: Grant, Enterprise Funding
4. Historic District Design Guidelines: BAR Manual for New Materials
5. Fly Tower Lease
6. Downtown Business Outreach: Process Review, Update Report
7. George Washington Hotel Parking Study
8. Parking Payment: Credit Cards and Debit Cards

CITY OF WINCHESTER ACTION AGENDA 2014 – 2015

City of Winchester

Policy Agenda 2014 – 2015

TOP PRIORITY

John Kerr Elementary School
Meadow Branch Avenue: Development
Conference Center: Development
Enterprise Zone: Next Steps
City Gateway Beautification Project
Public Safety Communications System

HIGH PRIORITY

North End Redevelopment Strategy and Action Plan
Retail Attraction/Retention Strategy
Patsy Cline Economic Strategy Development
Incentives for City/School Employees
Storm Water Management Policy and Utility
Historic Old Town Gateway Enhancements
Housing Stock Condition Assessment and Plan
Community Events Policy

MODERATE PRIORITY

Zero Pak Redevelopment

Social Beverage Permission Beer/Wine at War Memorial Building/Amphitheater

**Comprehensive Parking Strategy
(Residential, Credit Card, Self Sufficiency)**

Citizens/Community Survey

City of Winchester

Management Agenda 2014 – 2015

TOP PRIORITY

Succession Planning: Development

City-Schools Service Consolidations

Comprehensive Municipal Facilities/Historic Building Maintenance Plan

EDA Staffing

Events Coordinator and Policy

Federal Mogul Reuse: Clean Up, Marketing

HIGH PRIORITY

Douglas Learning Center Renovation

Substance Abuse/Mental Health

Human Resources Policy and Procedures

National Historic District: Expansion

City Relations with Businesses: Action Plan

McCormac Amphitheater Development

Parks and Recreation Needs Assessment

City of Winchester

Management in Progress 2014 – 2015

Major Employer Attraction Strategy: Implementation (EDA)

Cancer Center Development: Decision, Site Plan, Bond Issuance

317 South Cameron Street Redevelopment (Old Jail): Close the Deal

Student Housing Plan: Belleview

Career Technical Education Center (at Douglas Learning Center)

Police Department Survey: Report and Actions

Field Maintenance Plan: Implementation

Community Gardens: Pilot Project

SWAT Truck

Neighborhood Walking Tours and Council Report on Finding (CRT/CDC)

Heroin Use Reduction Action Plan

Blighted Structure Report

Social Services Emergency Management Plan

Active Shooter Program/Training

Cal Ripken World Series

Rental Space at Youth Development Center
Comprehensive Service Act: Corrective Action Plan
Aquatics Facelift (Outdoor/Indoor)
Comprehensive Zoning Ordinance: Revision
414 South Braddock Street Resolution
Online Participant Registration for Web Trac
City Owned Property Report and Map
City Reorganization Plan: New Phase
Boards/Commissions: Orientation Program
Emergency Operations Plan: Revision
Information Technology Master Plan
Hiring Process: Review/Revision
Emergency Management Social Media
Affordable Care Act: Part Time Employees
Volunteer Organizations Active in Disaster (Regional)
Fire Code and Permit Updates (including Fire Inspections)
Employee Annual Performance Review
Emergency Management Professional Development Series

Performance Measures: Refinement
Building Permit Fee Schedule: Review
Fire and EMS Reporting System: Implementation
Hazmat Vehicle Storage
SunGard Enterprise Software: Web Enablement
City Hall Security Plan
Fire Volunteer Recruitment and Retention Program
Time and Attendance Software (Citywide)
Employee Survey
Student Internship/Work Study Program: Formalization
Employee Wellness Program
Payroll Process Software: Implementation
Comprehensive Formal Communications and Marketing Plan
Personal Property Application Software
Real Estate Application Software
Trolley: Policy on Use
Downtown Public Safety Security Plan: Update Report
Downtown Façade Improvement Program: Grant, Enterprise Funding

Historic District Design Guidelines: BAR Manual for New Materials

Fly Tower Lease

Downtown Business Outreach: Process Review, Update Report

George Washington Hotel Parking Study

Parking Payment: Credit Cards and Debit Cards

City of Winchester

Major Projects 2014 – 2015

Bermuda Grass Fields: Staffing and Equipment

Parks: ADA Compliance (Phase I)

Skate Pavilion

South Loudoun/Abrams Creek Drainage Project

Citywide Sidewalk Improvements: Phase II Project (Loudoun and Cork)

Green Circle Trail: Phase II Project

Bridgeforth Stadium: Turf

I-81 Interchange (VDOT) – Exit 313: Preliminary Design

East Lane/Piccadilly/National Avenue Realignment

Tevis Street Extension: Design

Jim Barnett Park Signage and Beautification: Phase I

Green Circle Trail Phase III: Design

Hope Drive Extension: Design

Valley Avenue Sidewalk/Drainage Improvements: Design

Millwood Avenue Improvement (with SU)

Nester Drive Extension

Tevis Bridge (VDOT)

Taylor Hotel Project: Public Spaces

Cork Street Sidewalks

Parking Garage Improvements

Green Circle Trail (Downtown Phase)