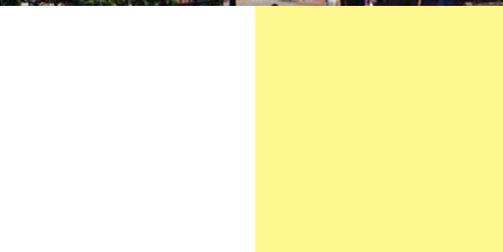


# STRATEGIC PLAN

2016 2020 2028



**I** Encourage sustainable economic growth and partnerships through business and workforce development



**II** Promote and accelerate revitalization of catalyst and other areas throughout the city



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

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

City of Winchester  
Rouss City Hall  
15 North Cameron Street  
Winchester, VA 22601  
(540) 667-1815  
[www.WinchesterVA.gov](http://www.WinchesterVA.gov)

The strategic planning process is used throughout various industries and sectors, private and nonprofit, to direct an organization's priorities, actions and overall direction. The City of Winchester utilizes the strategic planning process to study and endorse broad issues of organizational direction, propose direct tasks that will be implemented in the City's pursuance of the strategic plan's goals. Through these ongoing strategic planning efforts, the City of Winchester continually renews its vision and reformulates strategies for realizing the City's vision on a periodic basis.



# COUNCIL

CITY OF WINCHESTER



Mayor  
**DAVID SMITH**  
*At-Large*



Vice-Mayor  
**LES VEACH**  
*First Ward*



Vice-President  
**BILL WILEY**  
*First Ward*



Councilor  
**EVAN CLARK**  
*Second Ward*



Councilor  
**JOHN HILL**  
*Second Ward*



Councilor  
**MILT MCINTURFF**  
*Third Ward*



Councilor  
**COREY SULLIVAN**  
*Third Ward*



Councilor  
**KEVIN MCKANNAN**  
*Fourth Ward*



President  
**JOHN WILLINGHAM**  
*Fourth Ward*



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## MISSION

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

## VISION 2028

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

# CITY MANAGER'S MESSAGE

Dear Honorable Members of Council,

I am pleased to present to you, the residents, and businesses of the City of Winchester, the City's 2016-2020 Strategic Plan. This Plan is the guidebook that provides the direction needed by City staff in order to improve and/or maintain desired services for our community. Through the strategic planning process, City staff has proposed a series of objectives, strategies and action items that will be used to inform decisions on allocating human and capital resources to achieve the identified goals within the Plan. It is through the implementation of this Plan that City staff will be held accountable to achieve the identified goals and determine the impact on Winchester through the utilization of outcome measures and key accomplishments.

The City of Winchester is exceptionally well positioned to meet current and future challenges facing local government and our community. This Plan signifies the City of Winchester's commitment to work together in a collaborative manner for the betterment of the greater community. In pursuing the Plan's goals, the City of Winchester will fully commit to implementing the objectives, strategies and action items to facilitate the city's economic prosperity, better the lives of our citizens and serve as a benchmark for other localities in innovation and efficiency.

This Strategic Plan will be essential in our continued success and will serve as our guide in preparing our annual budget. Staff will update Council and the public periodically regarding progress made as well as recommend Strategic Plan amendments to the Common Council to accommodate for potential changes in Winchester's economy and culture.

I look forward to the challenges that lie ahead and the commitment to excellence in public service that it will take to achieve these goals. I strongly believe that this strategic approach will greatly improve our ability as an organization to effectively respond to the needs of our community.

Eden Freeman  
City Manager



Eden Freeman  
City Manager



# OVERVIEW

The City of Winchester's 2016-2020 Strategic Plan is a guidebook that will direct the City's pursuance of its vision and desired goals. This strategic plan is the product of months of diligent work by the Winchester Common Council and City staff and provides a benchmark in where we currently are, where we would like to be and how we plan to get there.

## The Strategic Plan is designed to:

- Provide guidance in future policy development and leadership decision-making
- Facilitate stability in the administration and community
- Provide City staff with direction in the implementation of the City's goals

The City of Winchester's 2016-2020 Strategic Plan highlights activities and accomplishments that City departments will complete during the next five years. The following pages outline the four Strategic Plan goals and their corresponding actions, responsible departments and target date for completion. The goals and objectives outlined in this plan are intended to help achieve the community vision for 2028. These targets were created at the department level and represent the means by which the City will reach its Strategic Plan objectives and strategies successfully.

Winchester is characterized by its long history and well-preserved architecture; vibrant and growing downtown; small-town charm and big-city amenities; friendly people; the Shenandoah Apple Blossom Festival and close proximity to outdoor recreation, northern Virginia and Washington, D.C. Winchester is considered one of the fastest growing suburbs of Washington, D.C. (Washingtonian Magazine, 2015) and has been nationally recognized by AARP and Kiplinger's Personal Finance as a great place to retire. It was also recently named one of the top 15 best places to start a business in Virginia (NerdWallet, 2015) and number 15 (out of 200) in Forbes' list of Best Small Places for Business and Careers.

**We will realize our vision by respecting and building on our heritage, leveraging our assets and making wise choices in guiding sound growth and investment.**



## STRATEGIC PLAN GOALS

- I** Encourage sustainable economic growth and partnerships through business and workforce development
- II** Promote and accelerate revitalization of catalyst sites and other areas throughout the city
- III** Advance the quality of life for all Winchester residents by increasing cultural, recreational and tourism opportunities; enhance and maintain infrastructure; and promote and improve public safety
- IV** Improve City services and advance the strategic plan goals by promoting a culture of transparency, efficiency and innovation

## STRATEGIC PLAN DEVELOPMENT PROCESS

The City's Strategic Plan was developed during 2015 and followed the below process:

- 1** Held Council-Staff retreat on January 30, 2015 to determine Council priorities for the next 3-5 years, revise the mission statement and create a new vision for the year 2028
- 2** Drafted 2016-2020 Strategic Plan goals with consultant, Gerhart Enterprises, that incorporated Council's priorities from the data obtained during the retreat
- 3** On April 28, 2015, City Council adopted four goals for the Plan and a revised mission and vision statement
- 4** Following Council's adoption of the goals, City staff continued to meet with Gerhart Enterprises to develop objectives, strategies, action items and community outcome measures for each applicable goal
- 5** Council discussion and approval
- 6** Revist and update as necessary

# READING THIS PLAN

## PERFORMANCE INDICATORS

### Goals

Planned achievable targets that the City strives to achieve.

### Objectives and Strategies

Broadly defined intentions that the City must achieve to reach its goal.

### Action Items

Specific projects, programs or actions departments use or implement to accomplish goals and objectives. Action items serve as detailed work plans that lead resource allocation.

### Targets and Target Dates

The desired results and time frame in which the action items should be completed.

### Outcome Measures

Methods used to measure results and ensure accountability.

### Key Accomplishments

The successful achievement of a task.

## DEPARTMENT KEY

Each action item in the 2016-2020 Strategic Plan has one or more City departments assigned to it. These departments take ownership and are responsible for accomplishing the task. The list of departments are as follows:

CA	= City Attorney	PA	= Parking Authority
CM	= City Manager's Office	PK	= Parks & Recreation
C	= Communications	PL	= Planning
ER	= Economic Redevelopment	PD	= Police
EM	= Emergency Management	PS	= Public Services
F	= Finance	SS	= Social Services
FR	= Fire & Rescue	T	= Tourism
HR	= Human Resources	ZI	= Zoning/Inspections
IT	= Information Technology		
OT	= Old Town Winchester		

NOTE: Other agencies and offices may be utilized as deemed appropriate

## BUDGETING PROCESS AND THE PLAN

Strategic planning and budgeting are integral components of good management. The strategic plan charts direction, while the budget provides resources to implement the plan. A strategic plan neither grounded in fiscal reality nor linked to the budget would be only a dream. On the other hand, resource allocation without strategic thinking would be shortsighted and unresponsive to future conditions.

Strategic planning guides the budget process. It establishes and affords management an opportunity to reevaluate existing allocations of funds. The City will develop strategies and action plans that detail what will be accomplished to achieve strategic planning goals and objectives each year. These action plans, together with performance measures, provide the strongest links between the operating and capital outlay budgets.

Planning and budgeting are interactive. Assumptions about available resources impact what can be achieved in the plan; the plan also sets priorities for resource allocations, including financial and other resources. Since government funding continues to be limited, strategic planning helps the City strive to "do more with less" while remaining focused on results.

Source: *Strategic Planning Guidelines, California State Department of Finance*

# GOAL I

Encourage sustainable economic growth and partnerships through business and workforce development

## OBJECTIVE A

Increase effectiveness of workforce development efforts by building on existing collaborative partnerships between the City and local organizations

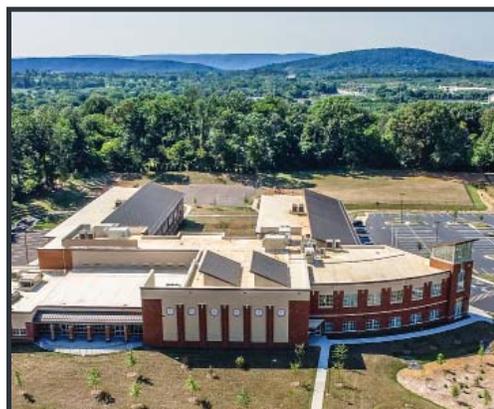
The City of Winchester continues to hear from our largest advanced manufacturing employers about the continuing need for a workforce with technical skills.

The City recognizes the importance of having a ready, versatile workforce to create a diverse pool of potential employees with the requisite skills our employers need. The City should help facilitate a steady supply of local workers who have the necessary education, including reading, math and writing. These skills will allow employers the opportunity to provide on-the-job technical training and prepare employees for a long career within their organization.

Allocating appropriate resources to promote Winchester as a place with many advantages to those looking to move or expand their business will help promote why Winchester is a place of opportunity. The City needs to improve how it conveys this message to potential businesses, workers and executives.

## ACTION ITEMS

STRATEGY	DEPARTMENTS	ACTION ITEMS	TARGET DATE
Support a comprehensive workforce development strategy	ER	Assess and survey businesses concerning their current workforce or training needs	Ongoing
	ER	Work with high school and higher education institutions to ensure Career Technical Education (CTE) classes are designed to prep students for identified industries	Ongoing
	ER	Work with WPS and other organizations to identify and reduce barriers allowing residents to utilize existing resources and improve basics skills	Ongoing
	ER	Identify and enhance employer-based on-the-job training	Ongoing
	ER	Encourage and participate in the creation of a comprehensive guide of all current workforce resources available to the employer and workforce partners	Ongoing
	SS	Enhance collaborative relationships with non-profits for workforce placement of VIEW participants	Ongoing
	SS	Complete assessment of workforce programs and create a guide for underemployed/persons with limited education and skills	Ongoing



John Kerr Elementary School



Handley High School

# GOAL I

Encourage sustainable economic growth and partnerships through business and workforce development

## OBJECTIVE B

Increase effectiveness of business retention, attraction and expansion efforts

### EXPLANATIONS:

**VIEW** (Virginia Initiative for Employment not Welfare) - This Virginia Department of Social Services offers employment-related activities, education, training and needed support services to TANF (Temporary Assistance to Needy Families) program recipients while providing the opportunity to achieve economic independence and self-sufficiency.

**CTE** - Career Technical Education

**STEM** - An educational program for science, technology, engineering and math

**LFCC** - Lord Fairfax Community College in Middletown, VA

**WFCCVB** - Winchester-Frederick Co. Convention and Visitors Bureau

### ACTION ITEMS

STRATEGY	DEPARTMENTS	ACTION ITEMS	TARGET DATE
1. Develop comprehensive business development strategy	ER	Implement innovative mixed-use redevelopment strategies	Spring 2017
	ER OT C T	Identify targeted businesses and industries and implement best marketing strategies to attract them to Winchester	Ongoing
	ER PL ZI CM	Attract retail options not currently available in the city	Ongoing
	ER	Update site selector websites with additional data and marketing material for targeted industries	Ongoing
	ER	Develop and implement a business and entrepreneur retention program	Summer 2018
2. Support the growth and expansion of small businesses in targeted and tourism-related industries	ER	Continue and enhance promotion of the Enterprise Zone Program and evaluate effectiveness to determine potential enhancements	Ongoing
	ER	Assess feasibility of a business incubator program to foster entrepreneurship and implement if appropriate	Fall 2017
	T	Change current city/county tourism promotional strategy to be inclusive of all tourism-related businesses	Spring 2016
	T	Offer personalized on-site social media and marketing assistance to small and tourism-related businesses	Ongoing



Old Town Winchester

# GOAL I

Encourage sustainable economic growth and partnerships through business and workforce development

## OBJECTIVE C

Support local businesses through destination branding and marketing to visitors

### ACTION ITEMS

STRATEGY	DEPARTMENTS	ACTION ITEMS	TARGET DATE
Improve overall Tourism strategy to promote Winchester to a broader audience	T ER OT	Develop a Tourism Master Plan to guide future efforts	Fall 2017
	T ER OT C	Professionally rebrand the Winchester/Frederick region to increase visitation and strengthen tourism-related and small businesses	Spring 2017
	T	Develop and implement a dynamic advertising campaign that allows the City to strategically focus on highly desired demo- and geo-targeted populations	Annually
	T OT	Focus on driving visitors and tourist dollars into our community through cross-platform marketing efforts	Ongoing
	T ER OT	Implement an ambassador program to regularly engage local tourism-related business owners in tourism education and training	Fall 2017
	T ER OT	Implement a community engagement initiative to improve regional collaboration between political, business and community stakeholders to increase engagement and regional pride	Ongoing
	T OT	Create transportation opportunities to connect Shenandoah University students to the downtown (Th-Sa)	Spring 2019



Old Town Winchester



Civil War Museum



Discovery Museum



Spirits Trail

# GOAL II

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

## OBJECTIVE A

Continue promoting redevelopment/development of previously identified catalyst sites

The City of Winchester has several areas classified as catalyst sites in the 2011 Comprehensive Plan. These sites are underutilized or hold great potential to contribute more to Winchester's economy:

- Meadow Branch Avenue
- Ward Plaza
- Berryville Avenue
- National Fruit
- Old Town

Although these sites will continue to be the emphasis of redevelopment or development, the City will target other focus areas for future commercial, residential and mixed-use development. The timing on many of these projects is driven by the market and the participation of current private property owners. However, by keeping these projects in the forefront, it empowers the City to take advantage of or encourage development opportunities as they arise.

Including sites which have begun the revitalization process in the Strategic Plan allows City staff to continue supporting future growth and investment.

## ACTION ITEMS

STRATEGY	DEPARTMENTS	ACTION ITEMS	TARGET DATE
Advance the redevelop/develop catalyst sites and targeted areas	ER F PL PS ZI	<b>Meadow Branch Avenue:</b> <ul style="list-style-type: none"> <li>• Site plan and subdivision review</li> <li>• Road improvements</li> <li>• Property rezoning</li> <li>• Infrastructure improvements</li> <li>• Market incentives for properties</li> </ul>	Summer 2016
	ER PL PS ZI	<b>Berryville Avenue:</b> <ul style="list-style-type: none"> <li>• Prepare access management recommendations near I-81 ramps</li> <li>• Explore development of reverse frontage road along south side as called for in Comp Plan</li> <li>• Install gateway welcome sign</li> <li>• Investigate redevelopment of MR-zoned properties for mixed use</li> <li>• Extend Conway Street from Atwell to Fort Collier Rd along Rt-7 north side</li> </ul>	Ongoing
	ER PL PS ZI	<b>National Fruit Site (Fairmont Avenue):</b> <ul style="list-style-type: none"> <li>• Investigate Wyck Street improvements including possible realignment with Fairmont Avenue</li> <li>• Explore rezoning and reuse options for mixed-use redevelopment</li> </ul>	Ongoing
	ER F PL OT ZI PS T	<b>Old Town:</b> <ul style="list-style-type: none"> <li>• Winchester Towers redevelopment</li> <li>• Community events expansion</li> <li>• Encourage private investment</li> <li>• Update way-finding signage</li> <li>• Continue historic preservation</li> <li>• Promotion of Old Town brand</li> <li>• Encourage public art programs</li> </ul>	Ongoing
	ER PL PS ZI CM	<b>Ward Plaza (Valley Avenue):</b> <ul style="list-style-type: none"> <li>• Taft Avenue extension option</li> <li>• Explore rezoning and reuse options for mixed-use redevelopment</li> </ul>	Ongoing



Ward Plaza



Meadow Branch Avenue Extension



Winchester Towers

# GOAL II

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

## OBJECTIVE B

Identify additional targeted areas and promote redevelopment/development of areas not previously identified as catalyst sites

## EXPLANATIONS:

**TPOF** - Transportation Partnership Opportunity Fund

**PUD** - Planned Unit Development

**EDA** - Economic Development Authority

**EPA** - Environmental Protection Agency

**VDOT** - Virginia Department of Transportation

**DEQ** - Department of Environmental Quality

## ACTION ITEMS

STRATEGY	DEPARTMENTS	ACTION ITEMS	TARGET DATE
1. Advance redevelopment or development of target sites that were not previously listed in the 2011 Comp Plan or Economic Development Master Plan as catalyst sites	ER PL PS ZI	<b>Federal-Mogul Site (S. Pleasant Valley Rd):</b> <ul style="list-style-type: none"> <li>• Confirm status of EPA and Virginia DEQ permits and inspections for mitigating hazardous waste and contamination</li> <li>• Promote Enterprise Zone and other incentives for south end's reuse</li> <li>• Collaborate with property owner to mitigate hazards and redevelop site</li> </ul>	Ongoing
	ER PL ZI	<b>National Avenue:</b> <ul style="list-style-type: none"> <li>• Incentivize mixed-use and/or housing rehabilitation with existing incentives</li> <li>• Consider PUD rezoning for mixed-use redevelopment of Smalts properties</li> </ul>	Ongoing
	PL PS ZI	<b>East Tevis Street:</b> <ul style="list-style-type: none"> <li>• Work with developer to construct extension of E. Tevis St. eastward to I-81</li> <li>• Coordinate with VDOT and Frederick Co. regarding revenue-sharing funding of I-81 overpass</li> </ul>	Spring 2018
	ER PL PS ZI	<b>Hope Drive/Robinson School:</b> <ul style="list-style-type: none"> <li>• Secure Council approval of engineered plans for Hope Drive</li> <li>• Work with Frederick Co. EDA to negotiate subdivision of Robinson school site</li> <li>• Acquire all needed right of way and CSX crossing approvals</li> <li>• Coordinate with VDOT on funding</li> <li>• Convert Tevis St. into cul-de-sac and resolve street name issue</li> </ul>	Summer 2020
	ER PL ZI	<b>ZeroPak (N. Cameron Street):</b> <ul style="list-style-type: none"> <li>• Collaborate with owner to assist with redevelopment</li> </ul>	Ongoing



Federal Mogul

# GOAL II

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

## ACTION ITEMS

### EXPLANATIONS:

**Comprehensive (Comp) Plan** - Outlines community goals and aspirations for future development and guides public policy and decision making concerning transportation, utilities, land use, recreation and housing

**Capital Improvement Plan (CIP)** - Every year, the City adopts a plan for capital improvements for the next five years. Capital improvements include projects such as street construction, public buildings, traffic systems, park improvements, sewers, water infrastructure, etc.

STRATEGY	DEPARTMENTS	ACTION ITEMS	TARGET DATE
2. Ensure consistency of development plans and programs to reflect new strategies	ER F PL PS	Update economic development demographic data and Economic Development Analysis Master Plan	Fall 2018
	PL	Update Comprehensive Plan to reflect completed projects and identify new ones	Spring 2019
	F CM	Update Capital Improvement Plan	Annual
	PL	Implement additional Corridor Enhancement Districts to enhance the city's entryways (Comp Plan & Strategic Plan)	Ongoing
	ZI	Update Zoning Ordinance to match Comprehensive Plan, Strategic Plan and Code of Virginia	Ongoing
	ER PL PS ZI	Encourage development that provides a range of housing choices	Ongoing



National Avenue Corridor Enhancement District  
New Roundabout

# GOAL III

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

## OBJECTIVE A

Increase cultural, recreational and tourism-related opportunities in Winchester

Quality of life is a necessary element if the city is to be viable and attractive to new businesses, residents and visitors. Quality of life has many factors, including but not limited to, a safe and active community that supports life-long learning experience.

Based on the citizen survey, the below areas were identified as the top three areas of improvement importance:

- 1) street maintenance
- 2) quality of public education
- 3) management of traffic flow

The City will target these areas and work with Winchester Public Schools to make improvements.

In order to continue to sustain and enhance overall community satisfaction, it is necessary to increase, identify and support community events that serve, and enrich a diverse community. In addition, the City can support the community while promoting public safety through the development and maintenance of the City's infrastructure, crime-prevention activities, recreational opportunities and transportation alternatives.

## ACTION ITEMS

STRATEGY	DEPARTMENTS	ACTION ITEMS	TARGET DATE
Create, coordinate and conduct community events, programs and activities	C IT	Create an online centralized list of events occurring in the city	Spring 2016
	OT T C PK	Continue to enhance, diversify and promote local and City-supported special events	Ongoing
	PK	Increase quantity and quality of recreational programs for seniors	Ongoing
	PK	Conduct SWOT analysis of designated park areas/properties to determine barriers and untapped opportunities for events	Fall 2017
	OT T PK PD FR PS ZI	Improve special events permitting to streamline internal processes and enhance customer service	Fall 2017
	OT	Issue and retain a special event contractor(s) to promote Old Town's brand and events	Ongoing
	PK	Provide recreational programs that serve our culturally diverse and underserved populations	Ongoing
	PK	Increase recreational activities through further utilization of neighborhood parks	Ongoing
PK	Improve and solidify partnerships with park user groups to enhance and increase overall recreational program offerings	Ongoing	



Timbrook Park



Jim Barnett Park



Old Town OctoBeer Fest

# GOAL III

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

## OBJECTIVE B

Develop and maintain Winchester's infrastructure

### EXPLANATIONS:

**SWOT** - Strengths, Weaknesses, Opportunities and Threats

**Infrastructure** - Publicly-maintained sidewalks, streets, water/sewer lines, storm drains, etc.

**Green Circle Trail** - A designated pedestrian and biking trail that circles the city and connects major attractions

**LED** - LED light bulbs are extremely energy efficient and consume up to 90% less power than incandescent bulbs. Since LEDs use only a fraction of the energy of an incandescent light bulb there is a dramatic decrease in power costs. Also, money and energy is saved in maintenance and replacement costs due to the long LED lifespan.

**Traffic Adaptive System** - A traffic management strategy in which traffic signal timing changes, or adapts, based on actual traffic demand

**Chesapeake Bay Watershed Initiative (CBWI)** - A Federal initiative, funded through the 2008 Farm Bill, that strives to improve the health of the Chesapeake Bay.

### ACTION ITEMS

STRATEGY	DEPARTMENTS	ACTION ITEMS	TARGET DATE
Complete infrastructure projects that enhance Winchester's quality of life and improves overall transportation safety	PS	Continue implementation of sidewalk master plan	Ongoing
	PS	Continue implementation of street maintenance master plan	Ongoing
	PL PS	Continue retrofitting light bulbs in existing street lights to LED	Ongoing
	PD PS	Develop a street light improvement plan and begin implementation in targeted areas (i.e. North End)	Summer 2018
	PL PS	Complete design of and acquire necessary easements for the Green Circle Trail's final leg	Fall 2020
	PK	Maintain/enhance Green Circle Trail	Ongoing
	PA OT T	Increase bus/RV parking access to downtown and area attractions	Fall 2020
	PL PS	Facilitate additional biking and pedestrian amenities in the city	Ongoing
	PL PS ZI	Enhance number and quality of pedestrian and biking transportation opportunities	Ongoing
	PS	Improve synchronization of traffic signals using the traffic adaptive system beginning with 1) Valley Avenue and 2) Gerrard Street	Ongoing
	PS	Continue implementation of water and sewer main replacement plan	Ongoing
	PS	Ensure the City's stormwater program meets all applicable Federal and State regulations (i.e. CBWI)	Ongoing



Sidewalks



Jim Barnett Park



Green Circle Trail

# GOAL III

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

## OBJECTIVE C

Promote and improve community safety

### EXPLANATIONS:

**NSVSAC** - Northern Shenandoah Valley Substance Abuse Coalition

**CIP** - Capital Improvement Plan

**CRT** - The City's award-winning Community Response Team includes members from various departments who work together to tackle community issues

**Timbrook House Youth Reporting Center** - Provides alternatives to detention for at-risk youth, including those who violate terms of probation or who commit new crimes while on probation. Many of the referred youth are non-violent offenders with serious truancy or behavioral problems who previously would have been sent to detention facilities or expelled from school. Each evening (M-Th) students receive tutoring and remedial education assistance from teachers. Representatives from community organizations offer a wide range of prevention and intervention programs to the students and their families.

### ACTION ITEMS

STRATEGY	DEPARTMENTS	ACTION ITEMS	TARGET DATE
Support and improve existing and new community safety policies and programs	PD	Implement a drug court in conjunction with the NSVSAC	Fall 2016
	FR	Increase number of volunteer firefighters by improving recruitment and retention strategies and programs	Ongoing
	FR	Create informal CIP between City and Volunteer Fire Companies to enhance the department's ability to serve community efficiently	Spring 2018
	FR	Improve cardiac arrest resuscitation rate	Ongoing
	PD ZI FR	Continue enhancements to proactive code enforcement through the CRT process	Ongoing
	PD	Implement the PACT model to help police officers identify and assist persons with mental health disorders	Fall 2018
	PD	Continue support of Timbrook House mission	Ongoing
	PD	Continue to support and enhance participation in the NSVSAC drug/alcohol reduction programs	Ongoing
	PD	Develop re-entry program to assist offenders released from jail with their integration back into the community	Summer 2019
	C EM	Develop and implement a social media strategy for an emergency preparedness program	Fall 2017
	PD	Increase or sustain outreach events and educational programs to continue supporting crime prevention efforts	Ongoing
	PD	Increase activity with faith-based community organizations and non-profits to develop shelters and reduce homelessness	Ongoing

# GOAL IV

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

## OBJECTIVE A

Implement cost saving, innovative internal strategies to improve efficiency

In order to adequately serve the city's diverse and ever-changing community, the City of Winchester must implement innovative ideas to improve efficiency and government transparency. By launching time-saving and customer-friendly software and implementing new service enhancements will improve the City's interaction with customers and encourage open communication.

Completion of these various action items will assist with the implementation of all other Strategic Plan goals, objectives and strategies.

## EXPLANATIONS:

**NOVATime** - Electronic time and attendance management software

**City Hall Renovation** - Reorganize office locations to be more customer-friendly and create a development services concourse for "one-spot-shop" convenience

**AAA Bond Rating** - The highest bond rating achievable. The higher the bond rating, the more the City saves on interest rates when issuing bonds to pay for capital improvement projects.

**CEMS** - Comprehensive Employee Management System

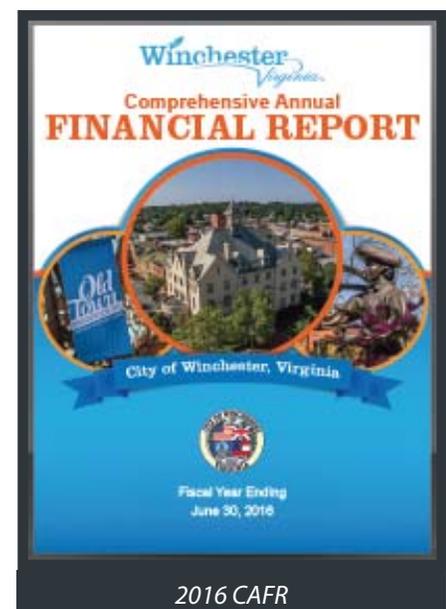
**FOIA** - Freedom of Information Act

**Innovative Idea Portal** - An easy way for employees to share their innovative ideas on how to improve services or efficiencies with City administration. The best ideas will be selected and teams designated to implement.

## ACTION ITEMS

STRATEGY	DEPARTMENTS	ACTION ITEMS	TARGET DATE
1. Maintain and enhance the City's financial health	F CM	Obtain 2nd AAA bond rating	Fall 2020
	F CM	Maintain an annual fund balance at policy goal of 20%* and add to capital reserve fund 1% annually	Ongoing
	F CM	Maintain unqualified audits	Annually
2. Promote efficiency throughout all departments	F HR CM	Complete comprehensive review of City's pay plan	Fall 2017
	F IT	Fully implement NOVATime	Spring 2017
	IT PS	Fully implement new utility billing system	Spring 2017
	CM	Implement Performance Measures/Dashboard	Summer 2017
	HR CA CM	Complete comprehensive CEMS review and revision	Fall 2017
	HR CM	Develop a City-wide career development and succession plan	Summer 2017
	C CM	Develop records retention policy	Fall 2017
	C IT CA	Implement FOIA request management software	Winter 2017
	C CM	Create and manage an "Innovative Idea Portal"	Fall 2018

\* While also maintaining compliance with other criteria of the fund balance policy



# GOAL IV

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

## OBJECTIVE B

Increase government transparency and communication capabilities

### EXPLANATIONS:

**OpenGov** - A cloud-based financial analysis platform that will allow improved financial reporting and additional tools for the public to examine the City's budget

**NeoGov** - The City's online job vacancy application and applicant management program

**Accela** - A cloud-based civic engagement tool that the City will use for Council and boards and commissions agenda and member appointment management

**Everbridge** - The City's new emergency notification system allows for the dissemination of emergency and non-emergency messages to subscribers

**Innovative Idea Portal** - An easy way for employees to share their innovative ideas on how to improve services or efficiencies with City administration. The best ideas will be selected and teams designated to implement.

**Knowledge Base** - Searchable online FAQ database for public use

**311** - Service request program

### ACTION ITEMS

STRATEGY	DEPARTMENTS	ACTION ITEMS	TARGET DATE
1. Enhance external communication	IT C	Upgrade existing website to improve communications and access to public information/records	Spring 2016
	C EM	Launch a web page for information on Mass Care during emergencies	Winter 2017
	C	Expand distribution of Annual Reports	Annually
	IT F C CM	Launch OpenGov	Winter 2016
	HR IT	Re-launch NeoGov	Fall 2017
	C IT	Launch Accela Boards & Commissions management software for improved application process	Winter 2016
	C IT CM	Implement mobile app to provide City information and 311 program	Winter 2017
	C	Create and implement a City Services Fair	Fall 2018
	OT T C	Conduct a targeted social media campaign to promote Winchester as a great place to live, work and visit	Ongoing
	C	Create and distribute a printed annual calendar	December Annually
2. Enhance employee/internal communication	C IT CM	Create a knowledgebase and train staff to update	Spring 2016
	C EM	Implement Everbridge's employee portal and train staff to use	Spring 2017
	C IT	Improve internal website to make it the employee-related information source, update more frequently and promote as primary source of info	Summer 2017



# GOAL IV

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

## OBJECTIVE C

Enhance service delivery to residents, economic partners and visitors

### EXPLANATIONS:

**City Hall Development Services Concourse** - The FY16 City Hall renovation project will reorganize City development offices to create a "one-spot-shop" for developers to improve customer service and efficiency

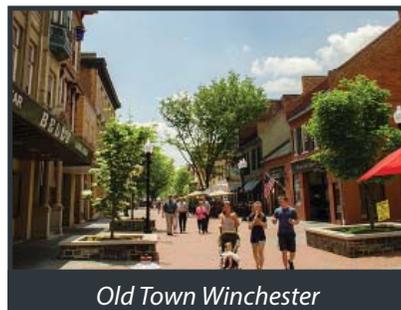
**ESF-6 Mass Care** (Emergency Support Function) – Federal mass care, emergency assistance, housing and human services when local and State response and recovery needs exceed their capabilities

**CERT** - The Community Emergency Response Team (CERT) Program educates people about disaster preparedness for hazards that may impact their area

**NFPA 1710 Standard** - Specifies requirements for effective and efficient organization and deployment of fire suppression operations, emergency medical operations and special operations to the public by career fire departments to protect citizens and fire department employees

### ACTION ITEMS

STRATEGY	DEPARTMENTS	ACTION ITEMS	TARGET DATE
1. Development Team	PL PS CM	Complete the City Hall renovation and development services concourse	Fall 2017
	ZI PL PS C	Update forms and create development guides to improve customer service to developers	Summer 2018
	ZI PL PS	Continue enhancements to land development approval process for improved customer service	Fall 2018
	OT C	Continue to produce and improve Old Town shopping and dining guide, mobile app and website to market downtown as a destination and increase visits	Ongoing
	PA C OT	Increase number of hourly customers utilizing the parking garages by improving promotions	Ongoing
	PA	Increase number of monthly parking space rentals in garages	Ongoing
2. Public Safety	EM PD FR	Complete the public safety Radio Communications Project and management program	Winter 2017
	EM SS FR	Complete ESF-6 Mass Care tabletop, functional and full-scale exercises	Spring 2016
	EM	Revitalize CERT program through scheduled training and inclusion of members in various exercises	Ongoing
	EM PD FR	Conduct Active-Shooter full-scale exercise	Fall 2017
	FR	Continue implementation of Fire & Rescue staffing plan to meet NFPA 1710 Standard	Ongoing



Old Town Winchester



Turnout Gear



George Washington Autopark

# GOAL IV

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

## ACTION ITEMS

### EXPLANATIONS:

**Bridgeforth Field** - Largest baseball field in Jim Barnett Park. Currently the home field for John Handley High School, Winchester Royals and Shenandoah University

**GFOA** - Government Finance Officers Association

**CAFR** - Comprehensive Annual Financial Report

STRATEGY	DEPARTMENTS	ACTION ITEMS	TARGET DATE
3. Human Services	PK	Develop a Park Master Plan using the Needs Assessment findings	Fall 2018
	PK	Continue redevelopment of Bridgeforth Field enabling the stadium to host regional and national tournaments	Spring 2020
	PK C	Increase number of participants using park facilities and programs by improving communications and program offerings	Ongoing
	SS PD	Provide truancy prevention programming in collaboration with schools	Ongoing
4. Support Services	F CM	Obtain GFOA Certificate of Achievement for CAFR	Annually
	F CM	Obtain GFOA Distinguished Budget Award for operating budget document	Annually
	IT CM	Adjust Information Technology Strategic Plan	Annually

Produced by the City of Winchester, Virginia  
and  
Gerhart Enterprises

Presented to Council: November 24, 2015  
Adopted by Council: December 8, 2015  
Updated for Council Retreat: December 8, 2016  
Updated (Changed Goal 3): January 3, 2017