

LEADER'S GUIDE

2014

FINAL REPORT

Mayor and City Council



Winchester, Virginia
January 2014



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SECTION 1

LEADERSHIP AND STRATEGIC PLANNING WORKSHOP: AGENDA

**LEADERSHIP AND STRATEGIC
PLANNING WORKSHOP**
Mayor and City Council
City of Winchester
December 2013

AGENDA

Thursday, December 12th

- 12:30 pm Leadership and Strategic Planning Workshop: Overview
- 1) Purpose/Outcomes
 - 2) Agenda
- 14:45 pm Leadership: Framework and Insights
- 12:55 pm Strategic Planning Model for City of Winchester
- 1) Elements
 - 2) Re-Connecting the “Dots”
 - 3) Process
- 1:10 pm Performance Report for 2013
- 1) Achievements 2013
 - 2) Services: Costs Saving and New/Expanded Services
 - 3) Department Successes for 2013
- 2:15 pm Looking to Winchester's Future
- 1) Success in 2019
 - 2) Action Ideas 2014 – 2015
- 3:20 pm Goals 2019
- 1) Review
 - 2) Priority
- 3:30 pm Goal 1: Grow the Economy
- 1) Objectives: Review, Refinements
 - 2) Challenges and Opportunities: Refinements, Priority
 - 3) Actions for 2014 – 2015: Status, Expectations Strategic Discussion, Milestones, Priority for 2014 – 2015

- 5:40 pm Goal 2: Create a More Livable County for All
- 1) Objectives: Review, Refinements
 - 2) Challenges and Opportunities: Refinements, Priority
 - 3) Actions for 2014 – 2015: Status, Expectations, Strategic Discussion, Milestones, Priority for 2014 – 2015

6:00 PM DINNER

- 7:45 pm Goal 3: Develop a High Performing Organization
- 1) Objectives: Review, Refinements
 - 2) Challenges and Opportunities: Refinements, Priority
 - 3) Actions for 2014 – 2015: Status, Expectations, Strategic Discussion, Milestones, Priority for 2014 – 2015

Friday, December 13th

- 8:00 am Goal 3: Develop a High Performing Organization
- 1) Objectives: Review, Refinements
 - 2) Challenges and Opportunities: Refinements, Priority
 - 3) Actions for 2014 – 2015: Status, Expectations, Strategic Discussion, Milestones, Priority for 2014 – 2015

- 9:00 am Goal 4: Continue Revitalization of Historic Old Town
- 1) Objectives: Review, Refinements
 - 2) Challenges and Opportunities: Refinements, Priority
 - 3) Actions for 2014 – 2015: Status, Expectations, Strategic Discussion, Milestones, Priority for 2014 – 2015

- 10:00 am Strategic Planning: Next Steps
- 1) Strategic Planning Session with Executive Team: Reality Test, Actions Outlines 2014 – 2015 – Who, Milestones, Key Issues, Time Frame, Process and Reporting Refinements
 - 2) Leadership and Strategic Planning Workshop II for Mayor and City Council: Plan: Plan 2014 – 2019 Review/Finalize, Action Outlines 2014: Review/Finalize, Making the Strategic Planning Process for Winchester – Updates and Reporting

- 10:30 am Governance: Mayor – City Council in Action
- 1) Governance Topics
 - 2) Discussion, Direction and Follow up Actions

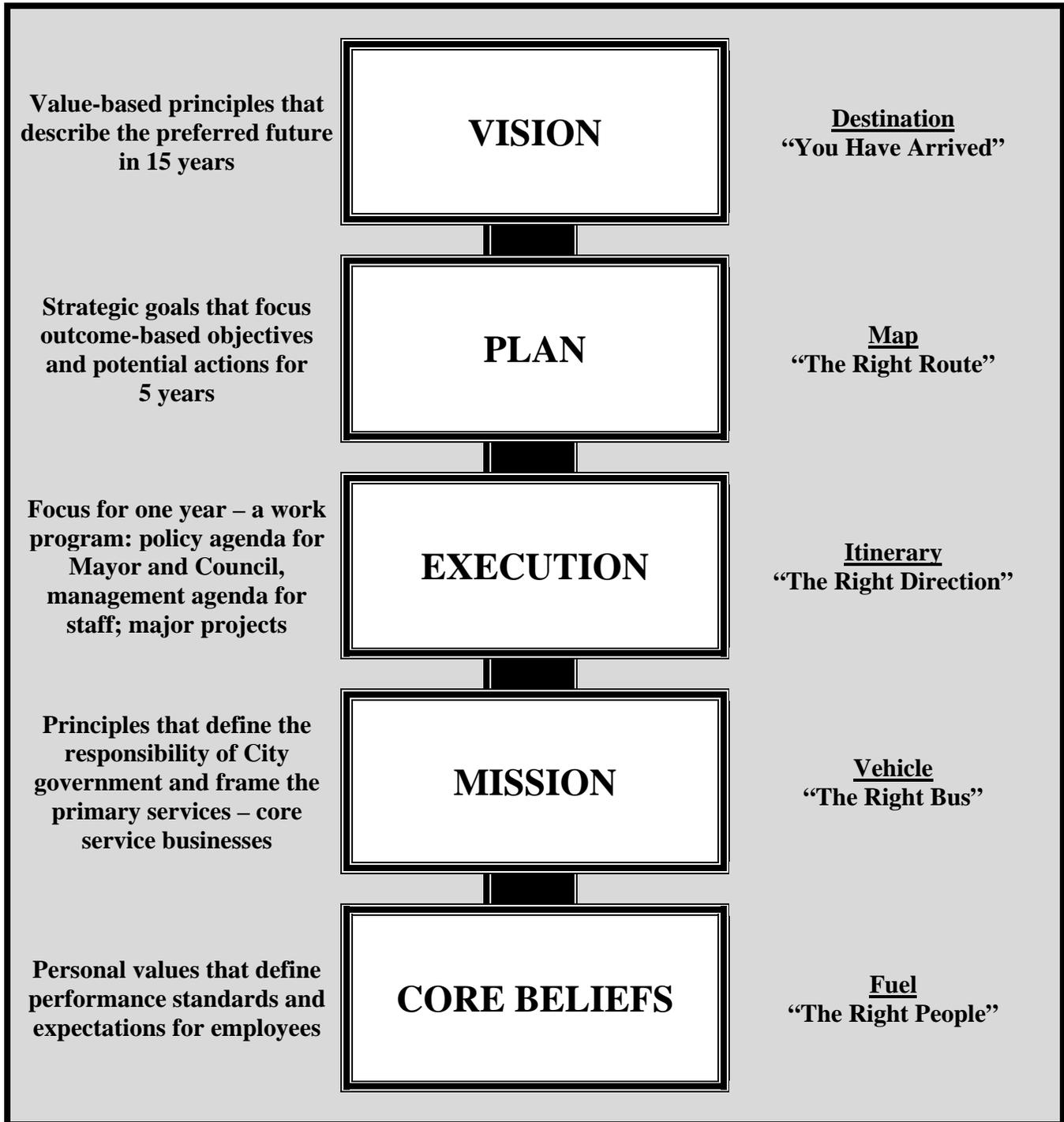
12:00 pm LUNCH

1:00 PM Wrap up

SECTION 2

STRATEGIC PLANNING FOR THE CITY OF WINCHESTER

STRATEGIC PLANNING MODEL



SECTION 3

LOOKING TO WINCHESTER'S FUTURE

City of Winchester Success in 2019 means...

Mayor:

- 1. All Entrances Completed: City Entry Monument Sign/Landscape and Entry Historic Old Town/Special Areas**
- 2. Winchester Tower Redevelopment**
- 3. Green Circle Complete**

John H:

- 1. Attract Ethnic Businesses**
- 2. Recognition: African America Historical Markers**
- 3. Use of Old Cheese Factory**

John W:

- 1. Premier Small City, College Town**
- 2. Event Destination: Mid Atlantic**
- 3. Leverage Medical Science – Research Lab, Jobs**

Milt:

- 1. John Kerr Elementary School: Completion**
- 2. Wards Plaza Redevelopment**
- 3. Improved Relationship with Frederick County**

Evan:

- 1. Variety of Affordable Housing Options**
- 2. CTE: Variety of Vocational Training, Working with Businesses**
- 3. Ward Plaza Redevelopment**
- 4. Meadow Branch Avenue: Completion**

Jeff:

- 1. North End City Redevelopment**
- 2. Higher Median: Income Level, Education Level**

Ben:

- 1. City Expanded to Highway 37**
- 2. Regional Leader of the Valley**
- 3. Wyck Street Redevelopment**

Les:

- 1. Education: John Kerr Elementary School; Education Performance CTE**
- 2. North End Redevelopment: Zero Pak, Retail**
- 3. Better Education/Information to Community: Businesses and Residents**

Dale:

- 1. Tevis Street Extension and Bridge over I-80**
- 2. John Kerr Elementary School: Completion**
- 3. Municipal Service Center**

City of Winchester Action Priorities for 2014

Mayor:

- 1. Laurel Center: Completion**
- 2. Destination: The Place**
- 3. John Kerr Elementary School**

John H:

- 1. Laurel Center: Completion**
- 2. Berryville Project: Completion**
- 3. Safe Streets: Drug Problems**

John W:

- 1. John Kerr School/Communication Tower**
- 2. 2nd Downtown District**
- 3. Organization Succession Plan and Process**
- 4. Meadow Branch Extension: Development**

Milt:

- 1. Succession Plan: Development**
- 2. Meadow Branch Extension: Groundbreaking**
- 3. Convention Center: Groundbreaking**
- 4. City – Community Relations: Greater Trust**

Evan:

- 1. John Kerr Elementary School**
- 2. Communication Tower**
- 3. 100% Downtown Mall Space**
- 4. City Communication: Webpage, Facebook**

Jeff:

- 1. John Kerr Elementary Groundbreaking Plan for Future School Growth**
- 2. Downtown Boundary Expansion**
- 3. Meadow Branch Extension**

Ben:

- 1. White Collar Job/Presence at Trade School**
- 2. Community Involvement in City Government**
- 3. Divided Community: East – West – Social/Economic**

Les:

- 1. Economic Development: Plan**
- 2. City Brand and Marketing Program**
- 3. Communications: Mayor and Council, Staff, Communication**

Dale:

- 1. Public Safety Community**
- 2. Revenue: Storm Water Utility**
- 3. Redevelopment Catalyst**

City of Winchester Action Ideas for 2014 Mayor and City Council Perspective

1. Sign Ordinance: Common Sense/Workable, Revision
2. Community Events: Evaluation, City Role, Funding Level
3. EDC: Performance Evaluation/Return for City Dollars, Direction, Funding
4. Retail Study: Funding, Completion, City Action Plan
5. Economic Development Marketing Program: Funding, Development, Actions
6. Tourism Marketing: Funding, Development
7. Sears Renovation
8. Community Organizations: Funding, Policy Direction
9. Patsy Cline: Event Development, Marketing, City Participation
10. Pleasant Valley Development: Overlay Zoning, Signage
11. Community Survey: Funding, Completion
12. Employee Survey: Process, Funding, Completion, Action Plan
13. Succession Planning Process: Development, Funding
14. Brownfields on Northside: Re-Use Plan, City Actions
15. Historic Old Town Facade Improvement Program: Development, Funding
16. Grocery Store Retention/Attraction Strategy: Direction, Funding, City Actions
17. Old Town Development Board Business Connection: Action Plan

18. Downtown Extended Area: Vision and Link to Historic Old Town, Land Use and Infrastructure Plan, City Actions
19. Blighted Buildings: Identification, Direction, Actions
20. Piccadilly Entrance Clean Up: Action Plan
21. Green Circle Trail Development: Next Steps
22. Bikes on Sidewalks Ordinance: Review, Enforcement
23. Sidewalks to Elementary Schools: Evaluation, Plan Review, Project Priority, Funding
24. Speed Zones: Problem Analysis, Direction. City Actions, Funding
25. Historic Society: Performance Accountability, Sponsorships, Relationship to City, Funding
26. Frederick County Offices Relocation: Discussion, Opportunities, Direction, City Plans
27. Old Courthouse: Direction, City Purchase
28. Entrances Beautification Plan: Direction, Funding (including Cedar Creek, National, Highway 11)
29. City Reorganization: Update, Evaluation, Direction, Next Steps
30. Police Department Survey: Findings, Review, City Actions
31. City-owned Property: Report, Direction
32. I-81 Major Changes: Analysis of Impacts, Direction, Action Plan
33. Branding Winchester: Development (e.g. Pride in Winchester)
34. Non Resident Property Owners: Problem Analysis, Direction, Action Plan
35. John Kerr Elementary School: Final Decision, Construction
36. Branding/Logo for Historic Old Town: Development
37. Downtown Manager Business Outreach Program: Development, Update Reports (including discussion of store hours)

38. Historic Conferences/Conventions Attraction Strategy: Identification of Opportunities, City Action Plan
39. Sign Enforcement: Evaluation, Direction, City Actions
40. Monticello Drive Connection: Direction
41. Neighborhood Assessment and Plan: Development, Funding
42. Older Housing Stock: Assessment, Direction, City Actions
43. Business Attraction/Recruitment Strategy: Development, Funding
44. Flood Insurance: Update Report, Direction, City Actions
45. Town Center Walkability Plan: Evaluation, Direction, City Actions
46. Permitting/Citizen Service Request: Audit/Evaluation Report, Recommendations, Direction, City Actions
47. Security Plan for Historic Old Town: Analysis, Plan Development, Funding, City Action
48. Treatment Center: Problem Analysis/Community Impacts, Direction, Action Plan
49. Organization Study and Recommendations: Direction, Funding, Recommendations, Actions (performed by an outside organization)
50. Baseball Attraction Strategy: Direction, City Actions
51. Traffic Enforcement: Evaluation, Problem Analysis, Direction, Funding (including Red Light Running, Stop Sign Violations, Speeding, etc.)
52. Citywide Communications Plan: Best Practices, Evaluation, Direction, Plan Development, City Actions, Funding
53. EDA: Staffing Position, Direction, Funding
54. Organizational Leadership: Feedback, Problem Analysis, Action Plans (individual and organizational)
55. Relations with Businesses: Dialog/Feedback on City Performance, Direction, City Actions
56. Hiring Process: Review/Revision

57. Permitting Process: Performance Audit, Recommendations, Direction, City Actions
58. Communication Tower: Final Decision, Review the Process, Revision of Process
59. Economic Development Performance Metrics: Definition, Development, Process, Use of Data
60. Catalyst Sites for Redevelopment: Status, Direction, City Action Plan
61. Relations with the Chamber for Commerce: Evaluation, Direction, City Actions
62. Historic Old Town Performance Metrics: Definition, Development, Use
63. Class "A" Office Building in the Historic Old Town: Goals, Opportunities, Direction
64. Taylor Hotel Project: Completion
65. Rental Housing Stock: Analysis of Condition and Market, Goals, Plan, Direction, City Actions
66. Overcrowding in the Schools: Problem Analysis, Goals, Direction, Plan, City Actions/School Actions
67. Rental Housing Registration and Inspection Program: Best Practices, Report, Direction, Actions, Funding
68. Walkable/Bikable Community: Assessment, Master Plan, Direction, City Actions
69. Green Spaces Creation: Assessment, Locations/Opportunities: Direction, City Actions
70. Air Force ROTC: City Funding, Program Development
71. Wards Plaza: Revitalization
72. High-end Retail Attraction Strategy: Development, City Actions, Funding (e.g. Dillards, Macy, etc.)
73. Conference Center: Direction, City Actions
74. Children Activities Expansion in Downtown: Assessment, Direction, City Actions
75. Ice Skating: Evaluation, Direction, Location, City Actions, Funding
76. Discovery Museum Renovation: Next Steps

77. Undergrounding Utilities: Assessment, Direction, Funding
78. Grocery Store for Downtown: Market Analysis, Direction, City Actions
79. Urgent Care for Downtown: Evaluation, Direction, City Actions
80. Apartment Development Projects
81. Millwood Plaza Plan: Development
82. Cedar Creek Grade Entrance Beautification/Signage Plan: Definition, Direction, City Actions
83. NE Area Redevelopment/Development Plan: Development, City Actions
84. National Avenue Re-routing Project: Construction
85. Tevis Road Bridge: Direction, Funding
86. Meadow Branch Road: Direction
87. Detox Center Vacant Building: Direction, Sale
88. Career/Technical Training Programs: Expansion (e.g. Nurses)
89. Business Outreach Program: Development, Funding
90. Marketing Winchester to Businesses: Program Development
91. Customer Focus Training: Development, Funding
92. One Stop Shop: Concept Definition, Direction, Funding
93. Visitors Center for Downtown: Direction, Funding
94. Neighborhood Outreach/Communications Program: Definition, Goals, Best Practices, City Actions, Funding
95. Walking the Neighborhood Program: Development, Direction, City Actions
96. Next School Renovation - Douglass School: Direction, Funding
97. North End Crime/Drug Reduction: Working with Neighborhood, City Action Plan

98. Stormwater Management Plan and Utility: Direction, City Actions
99. Housing Rehab with Habitat for Humanity: Goals, Program Development
100. Rental Housing Registration and Inspection Program: Direction
101. Neighborhood Based Police Patrol: Evaluation, Direction, Funding
102. Speed Limits: Review, Evaluation, Direction
103. Youth Activities and Employment Opportunities: Assessment, Direction, City Role
104. Homeownership Program: Best Practices, Goals, Direction, City Role, Actions
105. Outreach to Latino Community: Best Practices, Goals, Direction, Actions

City of Winchester Top Priorities for 2014

EXECUTIVE PERSPECTIVE

1. **John Kerr Elementary School: Direction**
2. **Public Safety Communications System: Resolution**
3. **414 South Braddock Resolution**
4. **Winchester Tower Redevelopment**
5. **Neighborhood Revitalization: Potato Hill, Loudoun North, Woodstock Lane**
6. **Conference Center: Decision**
7. **Meadow Branch Extension: Funding Decision**
8. **Communications and Marketing Plan**
9. **Revenue Generation to Support City Workload**
10. **Municipal Service Center**
11. **Storm Water Utility**

New Realities for Cities: Trends

1. COMMUNICATING WITH COMMUNITY

- Social media as the #1 source of news, following by online media, then cable news
- Unverified information as the source
- Emphasis on "headlines" rather than the story
- Desire for instant information while it is happening
- Traditional method of communicating ineffective

2. AGING POPULATION: MORE 80+

- Limited housing options
- Many seniors aging in place (single family homes)
- Increasing demands for City services, particularly Fire and Police
- Lack of affordable independent and assisted living facilities
- Looking to government for wellness and leisure facilities, programs and services

3. SHRINKING PRESENCE OF RETAIL

- Online retail experiencing growth
- Store going to online sales and reducing/eliminating retail store
- Retail space more expensive than distribution space
- Availability of next day delivery
- Too much land zoned for commercial retail

4. SLOW ECONOMIC RECOVERY

- Significant foreign investment in the United States
- China investing in Midwest infrastructure and land in strategic locations
- Businesses challenge of accessing the capital markets
- Expectations: Public-Private partnerships for new business growth
- Opportunities for entrepreneurialism

5. EVOLVING HOUSING MARKET

- Difficulty in obtaining loans to purchase a house (e.g. Student Loans)
- Rise of micro rentals: 250-400 square feet with mini kitchenette
- Baby boomer questioning homeownership
- Lack of supply of higher end and large rentals in mixed used developments
- Increasing single family home rentals

6. FINANCIAL SELF SUFFICIENT CITY GOVERNMENT

Fewer outside funding sources: grants and earmarks

Unfunded liability of pension systems

Costs of healthcare and insurance and the uncertain impacts of Affordable Care Act

States restricting revenue options for local governments

Higher taxes or less government services on the way

7. FEDERAL GOVERNMENT IS BROKEN

New Realities for Winchester

1. Winchester: A “Small City” and Regional Center
 - 9 square miles
 - No opportunities to expand
 - Need to maximize land use
 - Potential development on borders: businesses (in County)
 - Need to generate revenues to support quality of life and community sustainability
2. Changing Demographics
 - Potential: Haves vs. Have Not's
 - Significant number on public assistance and free/reduced lunch
 - Drawing low income: housing, public transportation jobs – construction, food industry, social services (non profits)
 - Limited vocational/career training opportunities at High School
 - Impacts: Schools, Services – Assistance, Prevention, Treatment, Number of “Loan” Shops
3. Loss of Channel 3
 - Making it more difficult to communicate with the community
 - Provided “good news” stories
 - Reduces avenues to communicate with the community: general information, emergencies, critical issues needing an explanation
4. Limited Housing Stock
 - Old, wood build homes: small, difficult to remodel or upgrade, small lots
 - Small inventory on the market
 - Minimum inspections: basic life and safety focus (limited by state)
 - Limited quality housing for young professionals and young families to purchase homes
5. Momentum in a “Vibrant Downtown”
 - People coming to Downtown: to live, to eat, to enjoy themselves, to party
 - People make noise, city makes noise, noise from neighbors
 - More businesses coming
 - Do we want to continue success?

6. Significant Number of “ Non Profits” – No Property Tax
 - Drug Rehab
 - Medical
 - Churches
 - University
 - Government

7. Evolving City Leadership and Management
 - Hiring process open and engaging
 - More optimistic workforce
 - Sense of organization stability
 - Teamwork and interdepartmental cooperation on issues, planning and tasks
 - Professional image

8. Challenge: Salary Structure and Employee Recruitment/Retention/Promotion
 - Compression: Salary
 - Supervisor making less than employees
 - No executive compensation
 - Need for succession planning

Looking to Winchester's Future Departmental View

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: City Attorney's Office

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- **SIGNIFICANT LEGAL ISSUES AHEAD:** The City is engaged in a large number of projects that will require or may implicate significant legal action or issues. These include condemnations in furtherance of roadway projects currently underway, possible demolition of a large, historic unsafe residential structure, defense and support of issues related to the emergency communications radio tower, personnel matters, potential legal issues related to actions taken by third parties or related entities such as the JKES proposal and the proposed County Office move, legal claim against the NRADC, and others. Prioritizing and handling of these and other legal matters which may arise during the ensuing years will be a challenge.
- **CONTINUED EFFORTS BY THE ORGANIZATION TO EFFECTUATE CONTINUITY OF LEADERSHIP AND MANAGEMENT** (as stated in the October 2012 Worksheet).
- **CONTINUED EFFORTS TO EFFECTUATE CONTINUITY OF VISION AND DIRECTION** (as stated in October 2012 Worksheet)
- **CONTINUED EFFORTS IN ADMINISTRATION'S DEVELOPMENT AND ADHERENCE TO STANDARD OPERATING PROCEDURES AND PROTOCOLS** (as stated in October 2012 Worksheet)

MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES Winchester, Virginia December 2013

DEPARTMENT: City Attorney's Office

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 City v. Martin Gavis – Case No.: 840CL13000385-00 – Declaratory Judgment seeking authorization from Court to demolish or repair unsafe structure at 414 S. Braddock Street.
- 2 Monticello Extension Project – Potential / pending condemnation actions in furtherance of roadway project.
- 3 National Avenue Realignment Project – Potential/pending condemnation actions in furtherance of roadway project.
- 4 Suzanne Boren, Guardian (Rockie Watts) v. NRADC – Civil Action No.: 5:31CV00013 – possible defense of efforts to resolve \$37M claim by NRADC of liability of member jurisdictions for injuries suffered by inmate at regional jail.
- 5 Emergency Communications Tower – efforts to resolve legal issues related to location of emergency communications tower.
- 6 Other Personnel Related Matters
- 7 Orienting and indoctrinating new Assistant City Attorney and obtaining appropriate necessary budgetary adjustments for her CLE's and other required training.

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: City Attorney's Office

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Address issues associated with allowing necessary time for this Office to review Agenda Item proposals.
 - 2 Address and reconcile relationships between the City and County and attempt to foster opportunities for shared resources and revenues (DSS, Emergency Communications and Services, Parks and Recreation, etc.)
 - 3 Address globally, the scope of expected services to be provided as fiscal agent for joint projects with specific emphasis on legal and human resources services.
- Improve the level of communication with regard to the administration's provision of information necessary for formulating legal opinions and advice.

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Commonwealth's Attorney

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Challenge: Commonwealth's Attorneys' Office being removed from the Joint Judicial Center. The City will be required to provide suitable office space in close proximity to the Joint Judicial Center.

Solution: Kurtz Building?
- Challenge: Keep experienced personnel. (In 2013 lost experienced prosecutor of 7 ½ years)

Solution: Pay salaries comparable to Frederick County and to other legal departments within the City.
- Challenge: Keeping prosecutors' trial skills high.

Solution: Update trial equipment, laptops, iPads, evidence display equipment and software. Large monitors for display to juries, to keep pace with technological advances.
- Challenge: Training.

Solution: Enhanced training opportunities for both attorneys and support staff. Advance trial techniques, advanced software training. Advanced workshops on working with children as well as adult victims of trauma.
- Challenge: Higher crime rate in blighted areas.

Solution: Continue blight abatement and revitalization of downtown Winchester. Focus City resources on prosecution of cases originating from these areas.
- Challenge: Heroin/Illegal drugs.

Solution: Foster interagency cooperation. Fund child and adult educational programs, rehabilitation programs, and enforcement efforts.

**MANAGEMENT IN PROGRESS 2014
PROJECTS AND ISSUES
Winchester, Virginia
December 2013**

DEPARTMENT: Commonwealth's Attorneys' Office

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Prosecution of felonies and misdemeanors ongoing.
- 2 Keep Multi-Jurisdictional Grand Jury functioning for our region.

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Commonwealth's Attorneys' Office

Please list issues or projects that you would like for the city to address this next year 2014.

- | |
|--|
| 1 Begin the groundwork for areas discussed under "Challenges In The Next Five Years." |
|--|

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Commissioner of the Revenue

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Attracting healthy businesses which in turn provide stable employment
- Improving the educational and economic level of our citizenry
- Managing the growing special needs population challenging our schools
- Developing a comprehensive tourism plan which brings out-of-area revenue to City businesses and increases overnight stays

**MANAGEMENT IN PROGRESS 2014
PROJECTS AND ISSUES
Winchester, Virginia
December 2013**

DEPARTMENT: Commissioner of the Revenue

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Preparation for annual business license renewal season
- 2 Preparation for Real Estate Tax Relief annual program
- 3 Several significant audits
- 4 Proceed with Personal Property Application software selection
- 5 Investigate options for Real Estate Application software packages
- 6 Develop relationship with incoming Treasurer

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Commissioner of the Revenue

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Improve security for City Hall
- 2 Improve utilization of office space in City Hall for better customer service and better internal efficiency
- 3 Investigate options for returning Personal Property billing to the current calendar year basis used by every other locality in Virginia

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Economic Redevelopment

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Continued redevelopment of Winchester's North End neighborhood
- Redevelopment of Winchester Towers
- Redevelopment of Zero Pak
- Redevelopment of Wards Plaza
- Balancing the ratio of commercial property to residential property and tax exempt property
- Increase household incomes
- Attraction strategy for high-tech, bio medical and creative class work force
- Conference Center development and financing strategy
- Improve housing stock to accommodate desired workforce

**MANAGEMENT IN PROGRESS 2014
PROJECTS AND ISSUES
Winchester, Virginia
December 2013**

DEPARTMENT: Economic Redevelopment

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Continued rehabilitation of Taylor Hotel fly tower, and pavilion
- 2 Zero Pak Redevelopment
- 3 Monticello Street extension
- 4 Conference center development
- 5 Completion of East Lane Piccadilly National Ave realignment
- 6 North End redevelopment

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Economic Redevelopment

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Development of policies and procedures for Virginia Enterprise Zone
- 2 Management plan for Taylor Pavilion

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Emergency Management

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Ability to maintain a fiscal balance between core services and education.
- Ability to attract and retain qualified personnel from a long-term perspective.
- Lack of geographic area to support new development
- Understanding that the demographics of the city are changing creating a new and different dynamic within the community.
- Ability to deal with the unfunded mandates from the federal and state levels.

MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES Winchester, Virginia December 2013

DEPARTMENT: Emergency Management

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Continuation and completion of radio communications program
 - 2 Revision, completion and adoption of Emergency Operations Plan including Emergency Support Function Annexes and other hazard specific annexes.
 - 3 Solidification of the Volunteer Organizations Active in Disasters within the region that are prepared to respond when needed.
 - 4 Create a more diverse understanding of Emergency Management's mission.
 - 5 Increase support for Emergency Management program.
 - 6 Continue to foster and increase regional projects and efforts.
 - 7 Completion of Professional Development Series.
 - 8 Continuation of Emergency Management Program
 - 9 Revisions and adoption of Emergency Operations Plan
 - 10 Completion of Communications Project
 - 11 Full implementation of Volunteer Organizations Active in Disasters
 - 12 Completion of Professional Development Series Training
 - 13 Continuation of Emergency Management Programs in light of additional mandates and increased workload.
- Crafting and implementation of Emergency Operations Plan Annexes
- Ability to address the needs of the community to insure a sufficient level of preparedness before a major event is encountered.

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Emergency Management

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Increased involvement of staff and community in Emergency Management Program
- 2 Continuation and completion of Communication Project
- 3 Completion of Emergency Operations Plan (Basic) and initiate drafting of annexes.
- 4 Increased use of Social Media in Emergency Management Program
- 5 Increased support for Emergency Management program. .

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Finance

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Borrowing capacity
- Constraints regarding operating budgets; need for more revenues
- Health care changes

**MANAGEMENT IN PROGRESS 2014
PROJECTS AND ISSUES
Winchester, Virginia
December 2013**

DEPARTMENT: Finance

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Working on the FY 2014 Comprehensive Annual Financial Report
- 2 Working on the FY 2015 City of Winchester budget
- 3 Work with Commissioner of the Revenue on the reassessment process to make that smooth and seamless for our customers.

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Finance

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Increase revenues from taxes, fees, etc. Review all.

- 2 Continue to improve upon our budget document moving towards performance measures that forward Councils goals and objectives. Implement GFOA's comments.

- 3 Implement a more efficient payroll process, including time and attendance software

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Fire and Rescue Department

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Recruitment and retention of volunteers
- Increased requirements for responders.
- Continued development and redevelopment of the City.
- Increased call volumes and demands for services.
- Funding challenges
- Aging infrastructure and facilities
- Training Center replacement/update
- Staffing to meet NFPA 1710
- Keeping the volunteer fire companies viable
- Sustaining economic development and finding new tenants for vacated business property.
- Providing more opportunities for vocational education for students and citizens.
- Completing the implementation of the fire and rescue staffing plan by hiring of additional firefighters and increasing the number of active volunteers through recruitment and retention programs.

MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES Winchester, Virginia December 2013

DEPARTMENT: Fire and Rescue Department

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 SAFER Grant
- 2 Facilities Study Proposal Research
- 3 Active Volunteer Requirements
- 4 EMS Reporting Updates
- 5 Fire Reporting Updates
- 6 Volunteer Recruitment and Retention Program
- 7 Department Training Program
- 8 Apparatus Standardization and Funding Program
- 9 Communications System Upgrades
- 10 AFG Regional Grant for Training Center Updates.
- 11 Battalion Vehicle Replacement
- 12 Standardized Pre Plan and Map Books
- 13 Updating Personnel Development Plan
- 14 Fire Code and Permit Updates
- 15 Department Uniform Review

- 16 Working Fire Text Notification for Volunteers
- 17 Shawnee Fire Co. and HM6 Agreement
- 18 Dedicated Transfers for large incidents
- 19 Involvement in regional Incident Management Team
- 20 Various EMS grants to standardize and update equipment.
- 21 Involvement in various community events.
- 22 Scheduling winter Command and Leadership Seminar sponsored by WFRD.
- 23 Reviewing and updating various Emergency Operations Plans and SOP's etc.
- 24 Apple Blossom Festival Planning
- 25 Revision and expansion of WFRD Drivers Policy.
- 26 Continuation of Hose Load Standardization committees work.
- 27 Switching to High Performance CPR to improve cardiac arrest survival. The end goal is to have a higher number of patients resuscitated and discharged from the hospital neurologically intact.
- 28 Currently working on various grant sources for equipment and training in several areas.
- 29 Reassignment of personnel to facilitate incorporating the Haz-Mat Response Unit into the response assignment for leaks, spills and unknown spills.
- 30 Implementation of a new fire and ems reporting system that will meet the state and national reporting requirements. Another goal of this project is to reduce the amount of time units are out of service at the hospital completing reports.
- 31 Implementing a dedicated Rapid Intervention Team Company and a fire ground EMS rehab. Unit on all working fires in case there is a need to rescue firefighter operating in an environment that is immediately dangerous to life and health. Provide rehab. Services to protect our personnel and free up WFRD personnel for suppression activities.

INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS

Winchester, Virginia

December 2013

DEPARTMENT: Fire and Rescue Department

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Reinstatement educational incentive
- 2 Compression of pay grades
- 3 Current Fire Training Center Status
- 4 Haz Mat Vehicle Storage
- 5 Volunteer Recruitment and Retention
- 6 Aging and diverse Apparatus Fleet
- 7 Aging and outdated Department Facilities and infrastructure.
- 8 Communications.
- 9 Continued development and redevelopment.
- 10 Increasing demand for services.
- 11 Declining volunteerism.
- 12 Economic Recovery
- 13 Aging City Infrastructure
- 14 Review of Department and Mutual Aid Response Assignments

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Human Resources

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- High cost of employee health care/other benefits
- Federal/State health care legislation; political outcomes/elections
- Economic issues; Employee Pay/Retaining & Rewarding the best employees
- Skill issues; large number of Baby Boomers leaving the workforce
- Training Opportunities; e-Learning; Impact/Breadth of Topics;
- Expanding use of technology; Time & Attendance & Scheduling Software
- Succession; Developing the next generation of leaders
- Legal exposure; limiting the City exposure to various claims and complaints

**MANAGEMENT IN PROGRESS 2014
PROJECTS AND ISSUES
Winchester, Virginia
December 2013**

DEPARTMENT: Human Resources

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Time & Attendance Software (City wide system) – RFP ready to be launched
- 2 Transferring the payroll function to the Finance department
- 3 Transferring the PIO & FOIA function to the City Manager department
- 4 Hiring a Human Resource Director and Assistant Human Resource Director
- 5 Continue to use scanning technology for efficiency

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Human Resources

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Organize departments to create, reward and retain leaders for succession planning and performance.
- 2 Establish impactful and continuous a training program common to all employees, to supervisors, and to executive leadership.
- 3 Update language within the Comprehensive Employee Management System (CEMS), i.e. better define Social Media policy, improve language regarding Hours Worked/Overtime, expand leave policy to define excused/unexcused leave, etc.
- 4 Institute paid time off (PTO) policy for all employees.

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Information Technology

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Implementation of mobile devices to provide staff connectivity from the field
- Allow employees to use personal devices (as opposed to City owned devices) on the City network.
- Ensuring senior citizens can still use City resources while those resources are made available electronically.
- Selecting the right strategy to provide desktop access to computing resources (physical hardware, tablet, laptop, virtual).
- Continued funding for technology.
- Explosion of mobile applications and devices to use Apps. The wide variety of devices, each with their own idiosyncrasies, makes support of applications difficult.

MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES Winchester, Virginia December 2013

DEPARTMENT: Information Technology

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 IBM Server security, Single Sign On and increased password complexity.
- 2 Web Enablement of SunGard enterprise software applications
- 3 Field Device wireless access to selected SunGard applications (Work Orders and Code Enforcement
- 4 Expansion of Document Imaging.
- 5 Policies and Procedure development
- 6 Wide Area Network and Internet Service Provider Request for Proposals
- 7 Network Improvement Action Plan. (Migrate VPN services from Schools, Always on VPN for selected remote locations.
- 8 Develop technology training plan with new HR Director
- 9 Treasurer and Commissioner of Revenue needs assessment for commercial off the shelf Personal Property Tax software application.
- 10 Expansion of mobile device management to additional mobile users.
- 11 Timbrook Public Safety Center server virtualization.
- 12 Computer Hardware grading and year 2 of hardware refresh.

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Information Technology

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Develop a physical location to support employee training including on-line training and software to track required and attended training events.
- 2 Business process analysis to streamline processes, simplify citizen interaction. Improve automation where feasible.
- 3 Restore employee wellness program.
- 4 Fund tuition assistance

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Winchester Parking Authority

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- **Parking Garage Projections** – the Authority has developed a parking garage projections worksheet that illustrates revenue, expenses, capital improvement projects, city support, debt of the George Washington Autopark and fund balance through FY 2017. The projections also depict the necessary rate increases for each fiscal year. According to our projections, it is expected the rates by FY 2017 will be \$67 undercover and \$60 on the roof. The Authority is concerned that the market may not be able to stand such increases and may adversely affect our usage numbers and may also impact the downtown goal.
- **Four Garages** – The garages are open 24/7, 365 days a year. As downtown hosts more events, nightlife and residential living there are concerns about safety especially nights and weekends. The police do patrol the autoparks but it would be prudent to have another “Frank” downtown to monitor the downtown area including the parking garages and parking lots during nights and weekends. We experience nights and weekends: vandalism, people sleeping in the stairwells, people urinating/defecating in the garages, etc. We have approximately 100 cameras located in the garages but they do not deter all such activities.
- **Garage Operations** – Currently, the garages operate by space numbers for monthly parkers instead of by capacity. This is a challenge to guarantee their space as we are open 24/7 but not staffed 24/7. Staff routinely receives calls that someone is parked in their rented space or that a monthly parker is parking on the ground floor instead of their assigned space. The Authority is concerned with maximizing the usage of the parking facilities at an affordable price. The global parking committee is currently studying this aspect of garage operations.
- **Public Perception** – Staff always gets asked the following question: “why do I have to pay for parking?” The public perception seems that the Authority should offer free parking. The Authority was created in 1964 to provide public parking for a fee. The Authority operates solely on its revenues generated from parking ranging from the parking meters, meter fines, hourly and monthly parkers in the garages. We receive daily complaints about the costs of parking.

**MANAGEMENT IN PROGRESS 2014
PROJECTS AND ISSUES
Winchester, Virginia
December 2013**

DEPARTMENT: Winchester Parking Authority

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Received funding for capital maintenance needs. Have begun working with BRD on developing technical specifications and drawings in preparation to bid out construction work.
- 2 Continue meeting deadlines as outlined on maintenance workplan
- 3 Continue meeting regularly with global parking committee
- 4 Continue to align expenses/revenues with projections worksheet
- 5 Continue working towards launching credit card on file for monthly parkers (currently under test mode before system is launched)
- 6 Continue to work towards launching a debit card program for hourly customers
- 7 Routing current camera system at all garages to our main office at GW AP
- 8 Conducting study for George Washington Hotel for their customers to be able to more efficiently enter/exit our facilities through the use of automation systems

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Winchester Parking Authority

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Launch credit card on file for monthly parkers
- 2 Launch debit card program for hourly customers
- 3 Complete routing current camera system at all garages to main office at GW AP
- 4 Continue to provide adequate parking that is safe, convenient, clean and close – Authority's mission
- 5 Continue to address maintenance items at garages

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Parks and Recreation

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Creating a More Livable City for All
- Social Sustainability
- Funding
- Food Insecurity
- Human Resources – increase in staff
- Expanding the Box- Deprogramming staff – changing mind set
- Killing the Old Paradigm – hierarchy vs. communal circle, patriarchy vs. equality, bureaucracy vs. efficiency, ego/power/control vs. inspiration and creativity, materialism vs. spirituality and quantitative analysis vs. instinct. NEED BALANCE
- Common-Unity vs. Haves and Have Nots
- Radiation
- Contamination
- New Economy
- Diaspora
- Child Care
- Protecting Vets
- Helping Disenfranchised.

MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES Winchester, Virginia December 2013

DEPARTMENT: Parks and Recreation

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Prepping for the Best World Series Ever (in the history of the world)
- 2 Bermuda Grass Fields- Outside Contractor or Internal Maintenance – People and Equipment
- 3 Field Maintenance Plan Timeline for all playing surfaces in park system
- 4 Aquatics Facelift – schedule, programs, staff
- 5 ADA Bridgeforth Stadium Work (Sidewalks, Dugouts, Bathrooms, Ticket Booth and Souvenir Stand)
- 6 Winchester Parks and Recreation Needs Assessment
- 7 Community Garden Pilot Program at Frederick Douglass Park
- 8 Artificial Turf at Bridgeforth Stadium
- 9 McCormac Amphitheatre
- 10 Disgruntled User Groups
- 11 Community Recreation Programming and Fees
- 12 Instituting New Field Renovation and Building Model
- 13 Department Marketing Plan
- 14 Pipes and Infrastructure in the Park
- 15 Change in Gym Schedule

- 16 Change Preston Field Schedule
- 17 Institute Internal Trolley use
- 18 Partnership w/ Old Town on Special Events
- 19 Internal Facility Upgrades at Park Maintenance Facility
- 20 Storage at Park Maintenance
- 21 Shelter Upgrades
- 22 Jim Barnett Park Beautification (beds and plantings) sign, building material and color palate uniformity
- 23 Coping with Department Restructure
- 24 Developing Partnerships – Discovery Museum, Handley Library and Blandy Farm

INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS

Winchester, Virginia

December 2013

DEPARTMENT: Parks and Recreation

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Accessible Pathways and trails
- 2 Funding for artificial turf at Bridgeforth Stadium
- 3 Skate Pavilion Fund Raising
- 4 Sponsorship for World Series
- 5 Addressing Field Conditions at JBP
- 6 Equipment to Maintain our own Fields and Parks – reel mower, double slit spreader, core aerifier, thatcher, sod bank, etc.
- 7 Community Garden Implementation at four parks and Community Cannery at FDP
- 8 Training for Park Maintenance- Turf, Bermuda Grass, pesticides, fertilizer apps.
- 9 Tuition Assistance and Staff Development for Recreation Staff
- 10 More full-time Park maintenance staff to appropriately maintain 270 acres of park land. 3 full-time plus one horticulturist.
- 11 Development of Frederick Douglass Park as a fully operational park and community center. (Soccer/lacrosse/softball/outdoor fitness center/trails, outside restrooms, community garden, free little library, Picnic area and lights.)
- 12 New Soccer/Lacrosse/Rugby and Softball fields spread across Weaver, Whittier, FDP and Friendship
- 13 Needs Assessment Completion

- 14 Community Recreation Program Brochure 3 times a year.
- 15 JBP Beautification to include uniformity in signage, building material, color palate, flowerbeds and plantings, etc.)
- 16 On-line participant registration for WebTrac
- 17 Outside restroom in 4 parks – Weaver, Whittier, FDP, and Friendship
- 18 Rental Space at YDC for Senior Programming and Middle School Afterschool
- 19 Storage space for equipment at PM
- 20 Upgrade to work space at Park Maintenance to include heat.

DEPARTMENTAL SUCCESSES 2013

Winchester, Virginia

December 2013

DEPARTMENT: Planning

Please list your department's most important achievements that were completed during 2013 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

Success: Berryville Avenue Corridor Enhancement District Rezoning

Impacts: Implemented key gateway enhancement tool as called out as Policy Agenda Action item#2 under Goal 4 of the Strategic Plan to Create a More Livable City for All. From this point forward, design standards and guidelines will be used to incrementally create an attractive entryway for tourists entering the City from Rte 7 and from I-81 via Exit 315.

Success: National Historic District Amendment

Impacts: Successfully secured Certified Local Government (CLG) funds to pursue documentation and mapping supporting a change to the Period of Significance (POS) for the existing Winchester National Historic District. The change will benefit owners of structures that were built subsequent to 1929 but no later than 1964. Redevelopers of these properties will be able to utilize State and Federal historic preservation tax credits of up to 45%.

Success: Green Circle Trail- Town Run Linear Park, Phase II

Impacts: Worked with consultant to establish multimodal trail alignment through difficult terrain connecting existing terminus of Green Circle Trail at E. Pall Mall St through Town Run canyon to connect at north end with easternmost stub of E. Cecil Street in the S. Kent St area of Old Town.

Success: Jubal Square, Bottling Works and Cedar Creek Place Planned Development Rezonings

Impacts: Worked with private-sector developers to prepare development plans for multifamily developments of 140, 18, and 132 apartment units respectively that will provide unmet demand for high-quality rental housing serving young professionals, college students, and empty nesters as called out in the adopted Comprehensive Plan.

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Planning

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Competition with Frederick Co for retail, residential, and office development
- Continued loss of taxable real estate to tax-exempt status
- Balancing Preservation and Development
- Corridor appearance (signage, landscaping, overhead utilities, land uses)
- Completion of the Green Circle Trail
- Becoming too much of a center for Dependent Population
- Balancing Nightlife/Entertainment with Residential use downtown
- Improving the Educational Attainment levels of City adults
- Expanding Public Transit and alternative modes of transportation
- Stormwater Management and Chesapeake Bay Act compliance
- Neighborhood Revitalization and Stabilization
- Code Compliance/Enforcement for Substandard (but not 'Blighted') property
- Increasing local wages and income
- Funding overdue capital projects such as schools, drainage, and sidewalks

MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES Winchester, Virginia December 2013

DEPARTMENT: Planning

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Historic District Survey- Amendment to Existing District Period of Significance
- 2 Development Review- Rezoning, CUP's, site plans, subdivisions, street vacations
- 3 Green Circle Trail
- 4 Millwood Avenue Project
- 5 MPO Long-range Transportation Plan Model Update
- 6 Downtown Housing Opportunity analyses- Investigating multifamily and mixed use possibilities on downtown properties
- 7 Zoning Text Amendment- Assist Zoning Administrator with Signage provisions
- 8 Zoning Ordinance Rewrite- Assist Zoning Administrator with major rewrite
- 9 Discovery Museum Pocket Park/Indian Alley Realignment
- 10 John Kerr Elementary School PPEA- Impact Review of two proposals
- 11 CLG Civil War Interpretive Signage grant administration
- 12 MPO South Winchester Area Study
- 13 Publicly-owned Property Inventory & Map

INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS

Winchester, Virginia

December 2013

DEPARTMENT: Planning

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Corridor Enhancement District implementation- additional rezoning such as Millwood Ave, National Avenue, and/or Fairmont Ave
- 2 CLG funding for grant to pursue Expansion of National Historic District
- 3 John Kerr Elementary School Subdivisions and Site Plans (and Rezoning, if needed)
- 4 Interpretive Signage for Taylor Hotel
- 5 Board of Architectural Review staffing and support
- 6 Citizen Satisfaction Survey (every 3 years- 2008, 2011, 2014)
- 7 City Planning Department webpage update and enhancements
- 8 Assist Parks & Recreation Dept with Needs Assessment
- 9 North City Neighborhood Park Opportunities
- 10 Green Circle Trail expansion

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Police

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- The tax base will remain constrained due to lack of room to expand and build.
- Public Safety communications
- Training and succession planning. Department heads are being replaced from outside indicating lack of succession planning.
- Building Security. Our city buildings remain very open and unsecure despite national trend in active shooter.
- Mental Health issues. On average, the Police Department has to deal with a person suffering from mental illness and requiring emergency evaluation every other day. This is a tremendous drain on manpower since each incident can takes a minimum of 2 hours.
- The community is very have and have not. Within a matter of a few 100 feet the median income can jump \$30,000. Social services are not being provided to keep up with the issues of drug abuse, teen pregnancy, mental health and poverty.
- Salary issues. The city compensation system does not compensate employees for experience on the job. This leads to salary compression between ranks and disincentive to seek positions of greater responsibility.

**MANAGEMENT IN PROGRESS 2014
PROJECTS AND ISSUES
Winchester, Virginia
December 2013**

DEPARTMENT: Police

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Public Safety Communication
- 2 Active Shooter training
- 3 Equipment and uniforms including: SWAT truck, personal body cameras, support clothing to provide a cooler ballistic vest carrier and reduce weights on officer's gun belts, thus alleviating back strain.
- 4 Paperless reporting

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Police

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Active Shooter training
- 2 Building Security
- 3 Public Safety Communications
- 4 Computer upgrades for mobile policing
- 5 Computer based Emergency Medical Dispatch for ECC.
- 6 Upgrades to WPD assembly room.
- 7 Develop a new system for testing PO applicants

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Public Services

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Funding to continue current program of infrastructure replacements (utility lines, stormwater, sidewalks, paving, etc.). Part of this includes looking at trying to reduce the annual transfer from Utilities to the General Fund.
- Competitive employee salaries
- Equipment replacement
- Construction of a new Public Services Maintenance Facility

MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES Winchester, Virginia December 2013

DEPARTMENT: Public Services

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 S. Loudoun/Abrams Creek Drainage Project
- 2 Green Circle Trail Phase II
- 3 Citywide Sidewalk Improvements – Phase II
- 4 Monticello Extension
- 5 Hope Drive Extension
- 6 Tevis Street Extension
- 7 Valley Avenue Sidewalk/Drainage Improvements
- 8 Realignment of National/Piccadilly/East Lane
- 9 Nester Drive Extension (John Kerr School)
- 10 Meadow Branch Extension
- 11 Millwood Avenue Improvements (with SU)
- 12 New Public Services Maintenance Facility
- 13 Proposed Stormwater Utility
- 14 Consideration of New Utility Billing System and ability for customers to access their utility account online.

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Public Services

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Employee salaries – look at internal and external equity
- 2 Electronic timesheets

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Winchester City Sheriff's Office

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Moving a larger portion of the Capital Expenditure dollar away from plant and road projects. Ear mark these monies for the following projects
- Supplement monies as needed to complete the renovation of the Joint Judicial Center. Ensuring a timely and effective rehabilitation of the building and its services. This will be the fourth space study in the past seven years. The building is still 85,412 square feet (+/-) and the exterior walls are the same. Structurally we can't build up nor out to any extent. The Cameron Street lot must remain a parking area. Therefore there has to be a hard line on the use of space and occupancy. It won't get any cheaper than now!
- Upgrade the entire phone system in every city building and facility. Include total voice mail and message systems. Provide an active phone extension for all employees working within a city building.
- Enhance the five (5) year I/T plan by ensuring adequate emergency notification software availability on every desktop (P/C). City Wide emergency notifications and emergency up dates should be available to every workstation. A program should be available on every desktop that gives instant access to contact numbers for all emergency services and city employees. This service should be extended to all employee "hand held devices".
- Assign a select group of employees to rewrite the CEMS manual. The manual currently encompasses about 150 pages more or less. There is both status and procedural information in the manual that is out dated or in error due to changes in addresses, phone numbers or agencies. Every employee should have access to every page of the manual. The easiest way to do that is on line of course. Currently, if an employee goes to a site such as <http://internal.winchester.va.gov>, the manual can be reviewed. But not in its entirety. Rewriting the CEMS is not an easy task and by the time it is done, something has changed. The remedy for that is to develop a source and process by which changes can be made and forwarded to city employees immediately.

- The next five years will see at least a 40% increase in needed services within the JJC. No office or agency within the building is immune from this. Even the Virginia Supreme Court recognizes this and constantly urges action to be ready for the inevitable. The JJC for the last four years has been the busiest Courthouse in the 26th Judicial District. It handled over 80,000 cases last year. And operated better than 65% of its workdays in over time status. The Sheriff's Office workload has grown better than 13.5% a year for the last 6 years. Yet our workforce has only grown by about 3% in the same time period. We must always be aware that the courts often have rooms filled beyond Fire Code capacity. And that in the event of an evacuation we must have sufficient personnel to assist in the exit of citizens through controlled access areas to the ground floor and out. This is an evacuation nightmare and a security hazard at the same time. Even in regular duty status we must scramble to cover the courts. Do we do it? Absolutely! Where do we get the manpower now? We rob Peter to pay Paul. Our civil process service to the courts and citizens suffers greatly. We must bring in civil process deputies from the road to cover the courts. We are to the point where we have no more deputies to "bring in".
- Hand in hand with this short fall of manpower is our service to the judiciary. Many of the papers that we serve are generated by the Clerks Offices and the Judges. Timeliness of service is crucial. When we are totally committed to the Courthouse, we can't serve those papers. The most direct and economical answer to these two issues is the hiring of two full time personnel to cover fixed security posts within the JJC.
- Mentioned under Successes 2013 is our effort to complete our VLEPSC Certification. It is a process that needs to be actively pursued every day. At our present manpower level that is impossible to do. Along with that process, is the need to complete twenty-six (26) other security functions every day that the JJC is open? There is often no manpower to pick from, to complete these other tasks. The addition of the two positions noted above would release other deputies to perform the needed task(s).

MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES Winchester, Virginia December 2013

DEPARTMENT: Winchester City Sheriff's Office

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 2013 Captured Funds Grant. This year is the first time that such a grant has been presented to Virginia Law Enforcement Agencies. Drawing on captured funds from State and Federal Agencies, law enforcement has been able to apply for project(s) money with no knowledge of the actual statewide amounts available. The program is overseen by the Commonwealth's Attorney General's Office. Our submission has asked for funds to replace four pieces of security equipment. The A/G has approved our grant but due to the recent Federal Government Sequestration period we are on hold for a fund date.
- 2 The Joint Judicial Center (JJC) is scheduled for renovation. Space Studies have been completed and all occupants are awaiting costs and results. Unlike any other tenant in the building, the Sheriff's Office must be concerned with all changes in order develop the best security plan for ALL building occupants. The Sheriff needs to be kept abreast of all ideas and plans in order to facilitate the appropriate safety and security plans as the project moves forward.
- 3 The city wide Emergency Communications plan affects every City department. The future P25 initiative is critical to Fire/Rescue, Sheriff and Police. The direct effect on the Sheriff's Office is that of communications placement within the JJC. The Sheriff has never had the appropriate complement of portable communications devices. For the time being we have put some alternative communications on hold until the P25 system arrives. For the JJC the P25 system means better security and life saving abilities. We do not have the funding to take any other direction at this time.
- 4 The Sheriff's Office is maintaining its Evacuation Plan for the JJC. Such plans require practice on a yearly basis. By the nature of the event, JJC personnel cannot put the plan to practice during workdays. As such, funding and cooperation is required in order for every office to be fully represented on a given Saturday. The exercise would be composed of approximately 179 employees and judicial staff.

- 5 JJC signage. Over the past 25 years the JJC has undergone dozens of tenant changes and internal wall modifications. As with any Judicial Center, the lines between public and secure areas are well defined. By design, public egress is generally limited to the Cameron and Kent Street entrances. The design was probably adequate in 1984. It is not now! Our daily flow of citizens and employees often exceeds 2,000 people. Many moving about freely and many as well in courtrooms and behind closed doors. We mentioned above, the Evacuation Plan. Getting people in to the building is not a problem. Getting them out is the issue. The Evacuation Plans call for directional demarcation throughout the building. All color coded and some luminescent markings.

Properly installed and maintained, the system will retain its value indefinitely.

- 6 The Sheriff's Office has made strides in upgrading its fleet. We continue to search for grant monies that will allow the purchase of at least one motorcycle. The mission for the unit has not changed. The two primary purposes would be Civil Paper service and a more agile patrol unit for events throughout the city.
- 7 Field Training Program (FTO). Consistent with our effort to receive VLEPSC Accreditation is the need for an active FTO program. The Matrix for the program has been designed and drafted. Deputies have been earmarked to begin the writing of the various program sections. We need to continue to move forward by finding the funding necessary to send the identified FTO deputies to the appropriate schools.
- 8 Consistent equipment levels. We equip all of our deputies comparably. This is critical for the assurance their survival in volatile situations. As our workload grows, so does the need for quality safe transportation for each deputy. Our inspection programs insure the consistency of the vehicles and their operability. Stocking the vehicles themselves with the right emergency equipment is another matter. Any deputy that rushes to any car in an emergency should expect to be able to retrieve the needed gear no matter which vehicle he or she goes to. As you can imagine, most of that equipment is expendable and perishable. As such it becomes costly to furnish each vehicle. A short list of such gear follows. Leg irons, hand cuffs, ante spit hoods, safety vests, flairs, rain coats, chalk, measuring equipment, fire extinguishers, extra ammunition, spare batteries, portable flood light, hazmat gear, first aid kit(s), defensive ballistic shields and thermal blankets. The costs for equipping each vehicle can run as high as \$2,000.00 a cruiser. The cost of not having the equipment can be much higher.

- 9 Computer equipment. The Sheriff's Office has received some excellent benefits this year from I/Ts five-year plan. Coming together this year has also been the start of planning and research for capital improvements to the JJC. The Sheriff's Office occupies the area in the basement of the old EOC. The deputy's area needs to have improvements in lighting, ventilation and technology. The technology improvements would include Cat 5 wiring and computer stations for the deputies writing reports. We have eight to thirteen deputies who write reports, handle evidence and do civil returns in that area. **They have the use of one computer.** Their supervisor has no computer. The addition of eight (8) P/Cs would handle the exiting needs and be sufficient for the next eight to ten years. The supervisor's P/C should have inquiry access to "Virginia State Courts" and contain a viable software package, including scheduling protocols.

- 10 Increase in full time workforce. The Sheriff is responsible for all safety and security issues. Manpower assignments are directed at these issues every day. The JJC has two entrance/exit locations. Those doors are manned by WCSO deputies and equipped with walk-thru metal detectors and x-ray machines. We man those posts with part time deputies 95% of the time. Our full time staff is overwhelmed with duties in the courts and completing civil process tasks. We are at maximum full time staff by statute. Any full time positions that we need would have to be financed by the city. Filling the noted posts with part time people in of itself is very difficult. The part time people we use are sworn and fully qualified. The issue is that we have to schedule for these posts in the same manner that you fill a 24 hr post. And that is, 3.75 people for every 24 hrs. This is caused partially because our part time people work at the NRADC full time and we often have to have two scheduled per post to fill the 8.5 hr slot. We need to establish fixed schedules at those two posts just as we do for the rest of our assignments. An issue that could be resolved with the hiring of two more full time deputies.

INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS

Winchester, Virginia

December 2013

DEPARTMENT: Winchester City Sheriff's Office

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 The JJC. Make the east and west entrances of the courthouse ADA compliant.
- 2 Support the Sheriff's Office involvement in all phases of the JJC renovation project
- 3 Provide audio visual aids for the Sheriff's Assembly room.
- 4 Authorize the City's Grant Writer to research and assist with the procurement of at least one motorcycle unit.
- 5 Develop and produce a "City News Line" to supplement the CityE-News. Not all city employees have access to computers.
- 6 Completion of the P25 Communications Project is paramount for the safety of the cities citizens and the emergency personnel that have to respond to events. The Federal Government has mandated the program. It may not be timely but it is crucial that we provide our emergency services personnel with the tools to do the job that the citizens ask of us.
- 7 Find the funding to hire two more full time deputies for the WCSO. Projecting a starting salary of \$15.00 per deputy. The total budget cost for one year would be \$86,368.00 for two deputies. This includes a 22% benefits package and a \$5,100.00 Health package per deputy.
- 8 Budget the funding to pay city employees their salary for one half days pay once a year to participate in Evacuation Drills at the JJC. Develop an MOU with the State Courts to fund the participation of JJC employees paid by the state.
- 9 Create a Line Item in the budget to fund initial and disposable equipment for use in the WCSO vehicle fleet. Estimated start up costs for such a Line Item would be approximately \$28,000.00

- 10 Establish funding for the purchase a small commercial refrigerator to store perishable evidence. Obtain funding for the purchase of an evidence cabinet. Sheriff's deputies obtain and process about 150 evidence items a year.
- 11 Enhancement of the existing DX8100 camera system in the JJC. By installing an inexpensive laptop and monitor in room 2C of the JJC. This area is the WCSO fingerprint room. The monitor would be used to observe the cellblocks and courtrooms within the JJC. That area is the center of courthouse activity and would allow for a more knowledgeable response to events in the courtrooms and cell blocks. In addition, another monitor (no CPU) should be installed in the office of the Court Security Supervisor.

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Social Services

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Increase in those applying for Supplemental Nutritional Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), and Medicaid services for FY 2013. Unduplicated client count of 9,849 for FY 2013.
- Number of City residents living below the poverty level (18% U.S. Census, Small Area Income Poverty Estimate-SAIPE).
- Number of children living below the poverty level (24% U.S. Census, SAIPE).
- Implementation of the Affordable Care Act over three-year period. In October 2013, VaCMS was implemented to automate Children and Families Medicaid. Flaws in system creating increased processing time and increase frustrations of staff.
- Potential impact of Medicaid reform if elected by State of Virginia.
- Significant substance abuse issues as evidenced by: Increase number of referrals of substance exposed infants, number of referrals with caregivers with substance abuse issues, significant number of child removals related to substance abuse issue.
- Increase in referrals of child maltreatment involving caregivers who use heroine.
- Decreasing Medicaid providers due to complex Medicaid regulations, Medicaid reimbursement rates, and timeliness of reimbursements
- Changes by the Office of Comprehensive Services to the policies for at risk youth accessing key behavioral health services—Intensive In Home Services, Therapeutic Day Treatment, and Mental Health Support.
- Virginia Department of Social Services remanding FAMIS health insurance to the locality resulting in increased caseloads. No additional funding provided.
- Lack of available mental health support for indigent/uninsured. Observed decrease in services offered by the Community Services Board.

- Potential impact of Sequestration on the funding of core agency programming.
- Housing Choice Program—decrease in program revenue to due decrease in the administrative fee and decrease in the leasing rate.
- No increase in State funding to meet the needs of increasing caseloads (no increase to administrative budget line).
- Planned retirement in two critical Social Services positions.
- Increase in caseloads and applications due to Affordable Care Act requirements
- New data system, VaCMS, for the management of Medicaid applications is not fully functional resulting in taking longer to process applications. Benefit Programs staff currently working from three databases that do not communicate with each other.
- Lack of staff training provided by the Virginia Department of Social Services on the Affordable Care Act, new data system (VaCMS), and changes in policy/practice
- Decrease in Comprehensive Services Act funds by the Office of Comprehensive Service.
- Increase risk of financial penalties for the City of Winchester for worker error.

MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES Winchester, Virginia December 2013

DEPARTMENT: Social Services

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Implementation of CommonHelp—web based application for the application of benefits.
- 2 Implementation of the Affordable Care Act—Transition period of three years with programmatic and database systems changes (VaCMS).
- 3 Succession planning for critical positions.
- 4 Transitioning to a data-outcome driven management.
- 5 Implementation of Internal Revenue Requirements for the protection of client information.
- 6 Hiring of a Comprehensive Service Act Coordinator.
- 7 Compliance with the Comprehensive Services Act and completing corrective action planning; Implementation of CPMT Strategic Plan.
- 8 Re-evaluation of agency emergency management plan. Strengthening relationship with Emergency Management Coordinator and the American Red Cross. Completing Winchester Social Services Emergency Sheltering Handbook.
- 9 Creation of a new employee orientation program.
- 10 Strengthening cooperation and collaboration between the Winchester Police Department and the Department of Social Services to improve the joint investigation of child maltreatment.
- 11 Completion of a customer satisfaction survey.
- 12 Evaluation and narration of internal finance procedures and practices for training of staff and decreasing financial risks.

INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS

Winchester, Virginia

December 2013

DEPARTMENT: Social Services

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Support Winchester Social Services Strategic Planning.
- 2 Increase communication and cross training between City Departments.
- 3 Evaluation of employee salaries and compression.
- 4 Implement training program for supervisors.
- 5 Exploration of employee morale and retention opportunities.
- 6 Evaluate Employee Wellness Programming.
- 7 Evaluate current employee performance tool.
- 8 Formalized training for Boards on FOIA.
- 9 Evaluation of the new employee hiring process to minimize delay.
- 10 Exploration of unmet community needs related to substance abuse and mental health issues.
- 11 Consider the possible need for additional administrative supports for the Department of Social Services.

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: **Winchester-Frederick County Convention & Visitors Bureau (Tourism)**

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Establishing and maintaining goodwill with the citizens of Winchester.
- Continuing the advancement of technology in the workplace.
- Keeping the area safe for citizens and visitors alike.
- Keeping the infrastructure in good shape, and the roads capable of handling growing traffic needs.
- Ensuring that citizens remain friendly and welcoming to visitors.
- Addressing unemployment and creating jobs.
- Continuing development of new tourism product, always having 'something new' to promote.
- Addressing employee morale & retaining great staff at all levels.

MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES Winchester, Virginia December 2013

DEPARTMENT: Winchester-Frederick County Convention & Visitors Bureau (Tourism)

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 We are in the process of developing a 6-8 minute video that will highlight the history of Winchester-Frederick County, highlight and promote outdoor activities, Old Town Winchester, the communities of Stephens City & Middletown, shopping experiences, dining, recreation and the culture of our area.
- 2 We are also in the process of developing B roll, and a 30 second commercial suitable for running on any broadcast television facility.
- 3 We continue to work on the development of a great library of professional photos.
- 4 We are in the process of creating a Geocache tour that will introduce geocaches to our historical attractions. We are also assisting with the development of a geocache tour that will feature Civil War Trail signs in Winchester-Frederick County.
- 5 We are examining the probability of developing an interactive tour of Winchester-Frederick County points of interest and attractions through the use of a mobile app.
- 6 We are in the process of determining the level of interest our hospitality partners have in engaging their frontline personnel in a FAM tour that we will design and conduct for them in the spring of 2014.
- 7 We are in the early stages of producing the official 2014 Winchester-Frederick County Visitors Guide.
- 8 We are in the process of preparing for AAA Superbowl of Knowledge Marketplace in Greensboro, NC.

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Winchester-Frederick County Convention & Visitors Bureau (Tourism)

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Please ensure that the highway signage/Wayfaring signs properly & adequately direct visitors, entering Winchester from all major routes 7/11/50/522/81, to the Winchester-Frederick County Visitors Center. (We have recently had complaints regarding the lack of signage.)
- 2 Completion of the Green Circle Trail.
- 3 Maintenance of the trails, after they are completed.
- 4 Continue to quietly address the geese issue.
- 5 Update Cems, and bring back tuition assistance for our employees.

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Treasurer

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Ability to reference and pay taxes on line
- Increase Tax Revenue
- Information Technology Improvements

**MANAGEMENT IN PROGRESS 2014
PROJECTS AND ISSUES
Winchester, Virginia
December 2013**

DEPARTMENT: Treasurer

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Continue to work on Real Estate and may enter into a Contract with the selling of Real Estate that is passed 2 years delinquent
- 2 Will be working with and training a New City Treasurer effective January 1st, 2014
- 3 Year End Audit for June 30th, 2013
- 4 License Fees. Elimination of license fee for every year. Process one license fee upon purchase and change PP rate to offset revenue fees. Discussion stage with Commissioner of the Revenue
- 6 Develop future plan for Personal Property application with the Commissioner of the Revenue

**INITIATIVES 2014:
SHORT-TERM ISSUES AND PROJECTS
Winchester, Virginia
December 2013**

DEPARTMENT: Treasurer

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Would like for our citizens to be able to look up their Real Estate accounts for Inquiry purposes.
- 2 Downloading the Dog License Renewal letters to BMS and having them sent out as a bulk mailing.
- 3 Enhance Tourism through Events

MAJOR CHALLENGES

Winchester, Virginia

December 2013

DEPARTMENT: Zoning and Inspections

From your department's perspective, what are the major challenges facing the city over the next 5 years?

- Identifying and implementing viable solutions to vacant, obsolete, and derelict properties.
- Limits on greenfield development opportunities, working with property owners/developers to conduct rehabilitation and adaptive reuse of existing structures/properties.
- Improving the quality of housing stock throughout the City, especially within each of the City's six rental housing inspections districts.
- Reducing nonconforming properties and uses in order to have land uses in conformance with vision and goals of City's comprehensive plan.
- Improving and then maintaining appearances of major entryways into the City, especially those leading to the Historic Winchester district.
- Bringing gradual change to substandard and blighted properties throughout the City, through rehabilitation, property owner changes and demolition.
- Working with property owners who have code violations on their property, but do not have adequate financial resources to correct the outstanding issues, especially in older, lower-income neighborhoods.
- Limitations of City financial resources to correct properties in cases where property owners fail to abate property maintenance issues.
- Rental property owners who only maintain their properties to the bare minimum life safety standards.

MANAGEMENT IN PROGRESS 2014 PROJECTS AND ISSUES Winchester, Virginia December 2013

DEPARTMENT: Zoning and Inspections

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Zoning Ordinance revision – working with Planning Director on revisions to ordinance to bring into conformity with State enabling statutes, eliminate outdated codes, and implement new tools and techniques.
- 2 Zoning Ordinance Amendment – Temporary Signs.
- 3 Public Safety Communications Tower – Conditional Use Permit
- 4 Ongoing development review – certificates of occupancy, building permits, Board of Architectural Review, Board of Zoning Appeals.
- 5 Improving online customer service options, updating and increasing information on City website and updating all departmental forms.
- 6 Continued document imaging of current projects and records, as well as previous property records and land use decisions.
- 7 City Code amendments for code enforcement (vacant building registry, notice requirements for tall grass & trash).
- 8 Develop and implement Safe Cities initiative with Police and Fire and Rescue Departments
- 9 Abatement of public nuisance at 414 South Braddock Street.
- 10 Several large construction/renovation projects throughout the City (Gateway Office Building, Discovery Museum, Taylor Hotel, Cedar Hill Apartments)
- 11 Continue to identify properties that are eligible for derelict and spot blight abatement programs.

INITIATIVES 2014: SHORT-TERM ISSUES AND PROJECTS

Winchester, Virginia

December 2013

DEPARTMENT: Zoning and Inspections

Please list issues or projects that you would like for the city to address this next year 2014.

- 1 Adoption of additional Corridor Enhancement Districts previously identified by the Planning Commission and City Council but not yet formally adopted.
- 2 Scanning/digitization of old property information, land use decisions, zoning permit files.
- 3 Complete updates to Zoning and Inspections forms and website information.
- 4 Building Permit Fee Schedule review and modifications
- 5 Improve guides and outreach for prospective businesses and developers to outline City processes and requirements for development approvals, reviews, development incentives, and fees.
- 6 Improve departmental outreach to citizens, contractors, businesses, and civic groups.
- 7 Improve training and education of Boards and Commissions.
- 8 Increase cross-level training for codes compliance and zoning enforcement.
- 9 Continue to reduce departmental “silos” by aggressively identifying and resolving community issues that address multiple City departments’ areas of responsibility as a team (CRT).
- 10 Improve field-computing capabilities of building inspections and code enforcement staff.

SECTION 4

CITY OF WINCHESTER PLAN 2014 – 2019 [Summary 12/15/14]

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

City of Client Goals 2019 Worksheet

1. Grow the Economy
2. Create a More Livable City for All
3. Develop a High Performing Organization
4. Continue Revitalization of Historic Old Town

IMPORTANCE	
Personal	Team
12	1
20	2
22	3
28	4

* The City Commission ranked the four goals from “most important” = 1 to “lesser importance” = 4. The number in this column represents the total score for each goal.

GOAL 1	GROW THE ECONOMY
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<p>► Objectives</p> <ol style="list-style-type: none"> 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 7. Increase federal government offices and job opportunities 8. More manufacturing businesses in Winchester 9. Have higher occupancy in unoccupied commercial/industrial sites 10. Expanded medical and healthcare facilities and services 11. Grow professional/support services for businesses 12. More tourists coming to experience Winchester 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="padding: 5px;">PRIORITY</th> </tr> </thead> <tbody> <tr><td style="text-align: center; padding: 5px;">8</td></tr> <tr><td style="text-align: center; padding: 5px;">7</td></tr> <tr><td style="text-align: center; padding: 5px;">7</td></tr> <tr><td style="text-align: center; padding: 5px;">7</td></tr> <tr><td style="text-align: center; padding: 5px;">5</td></tr> <tr><td style="text-align: center; padding: 5px;">5</td></tr> <tr><td style="text-align: center; padding: 5px;">3</td></tr> <tr><td style="text-align: center; padding: 5px;">2</td></tr> <tr><td style="text-align: center; padding: 5px;">2</td></tr> <tr><td style="text-align: center; padding: 5px;">1</td></tr> <tr><td style="text-align: center; padding: 5px;">1</td></tr> <tr><td style="text-align: center; padding: 5px;">0</td></tr> </tbody> </table>	PRIORITY	8	7	7	7	5	5	3	2	2	1	1	0
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<p>► Value to Residents</p> <ol style="list-style-type: none"> 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 	
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► Challenges and Opportunities		PRIORITY
1. Lack of a conference/convention center to host significant numbers or major events		7
2. Promoting and creating a positive environment for small business “start ups” and growth		7
3. Changing the perception of Winchester from “non exciting, boring, stuffy” City to “dynamic, vibrant, safe, lively and welcoming” City		6
4. National marketing the Winchester community and the region for business		6
5. Marketing to retail businesses not currently present in the City		6
6. Attracting young college educated professionals		5
7. Growing interest and marketing in historic, civil are and outdoor recreation tourism		4
8. Positive momentum with Shenandoah University and Valley Health		3
9. Tapping the location near Washington, D. C.		3
10. Competition and collaboration from County and other communities		3
11. Location: easy access to major metropolitan areas and to great outdoor experiences		3
12. Uneven “playing field” with Virginia’s moratorium on annexations		2
13. Federal government decentralizing office and agency locations		1
14. Attracting value added businesses that are less subject to outsourcing		1

► Actions 2014 – 2015		PRIORITY
1. Meadow Branch Avenue: Development	M/CC	8
• Discuss with Private Owner	2013	
• Rezoning		
• Road Extension: Funding Mechanism		
• Identify Developers		
2. Federal Mogul: Reuse	Mgmt	7
• Brownfield Clean Up (EPA)	2013	
• Direction: Development		
3. Conference Center: Development	M/CC	6
• Presentation: Report	2013	
• Direction		
• Funding		
4. Retail Attraction/Retention Strategy Identify “Potential” Retail Businesses Develop Marketing Proposal	M/CC	6
• Funding		
• Completion		
• Action		

► Actions 2014 – 2015 (Continued)			PRIORITY
5. Enterprise Zone: Next Steps	Mgmt 2013	5	
• Plan: Adoption by Mayor and City Council			
• Incentives			
• Policies and Procedures			
6. Patsy Cline Economic Strategy	M/CC	5	
• Music Festival: Evaluation			
• Celebrating Patsy Cline: Development Specific Expectations and City's Role			
7. City Relations with Businesses: Action Plan	M/CC	5	
• City Presence and Participation: Opening			
• Option Report			
• City Packet for New Businesses			
• Ambassador/Host New Business			
• App Development			
8. Zero Pak Redevelopment	M/CC	5	
• Zoning			
• Subdivision			
9. Tourism Marketing Program	M/CC	1	
• Funding			
• Marketing			
• Development			
• Actions			
10. Winchester Towers: Redevelopment	Mgmt 2013	0	
• City Participation and Finding Mechanism			
• Monitor Owner Actions			
11. McCormac Amphitheater: Development	Mgmt 2013	0	
• Needs Assessment			
• Direction			
• Funding			
12. Monticello Street - Battaile Drive Development	M/CC Mgmt 2013	0	
• Decision: Direction			
13. EDA Staffing	M/CC	0	
• Evaluation			
• Proposal with Recommendations			
• Funding			

► **Management in Progress 2014 – 2015**

- | | |
|--|------|
| 1. Major Employer Attraction Strategy: Implementation (EDA) | 2013 |
| 2. Cancer Center Development: Site Plan, Bond Issuance | 2013 |
| 3. 317 South Cameron Street Redevelopment (Old Jail): Close the Deal | 2013 |

► **Major Projects 2014 – 2015**

1. Valley Health Expansion: City Participation
2. Student Housing Long Term Plan

► **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

GOAL 2	CREATE A MORE LIVABLE CITY FOR ALL
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<p>► Objectives</p> <ol style="list-style-type: none"> 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 8. Upgrade the quality of rental housing stock 9. Upgrade City infrastructure 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="padding: 5px;">PRIORITY</th> </tr> </thead> <tbody> <tr><td style="text-align: center; padding: 5px;">8</td></tr> <tr><td style="text-align: center; padding: 5px;">7</td></tr> <tr><td style="text-align: center; padding: 5px;">6</td></tr> <tr><td style="text-align: center; padding: 5px;">5</td></tr> <tr><td style="text-align: center; padding: 5px;">2</td></tr> <tr><td style="text-align: center; padding: 5px;">1</td></tr> </tbody> </table>	PRIORITY	8	7	6	6	6	6	5	2	1
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<p>► Value to Residents</p> <ol style="list-style-type: none"> 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 	
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► Challenges and Opportunities		PRIORITY
1. Individual property owners not investing in the maintenance or upgrade of the buildings, rental homes or properties		8
2. Transforming vision and plans into real projects and valued results		8
3. Revitalizing existing neighborhoods with residents not vested		7
4. Defining and funding the City's role and activities		6
5. Working with the private sector to redevelop and upgrade		6
6. Involving the residents and businesses in creating a safe community		6
7. Differing definition of "livable community" among residents		5
8. Community acceptance of less than attractive		5
9. Residents' expectations of instant results versus the regulatory reality		4
10. Working with and involving neighborhoods and residents		3
11. Outreach to Hispanic community		2
12. Reduced federal and state funding for community development and redevelopment		1
13. Neighbors not knowing neighbors		1
14. Residents calling Council members and not the Police Department		1
15. Residents expectations of the City to do it all		0

► Actions 2014 – 2015		PRIORITY
1. John Kerr Elementary School	M/CC	8
• Site: Approval	2013	
• Agreement: Approval		
• Funding: Decision		
2. City Gateway Beautification Project	M/CC	8
A. Millwood Avenue: Complete	2013	
B. Fairmont Avenue		
C. National Avenue		
D. Cedar Creek Grade		
E. Valley		
F. Berryville		
G. Amhearst		
H. Final Design: Application		
3. Storm Water Management Policy and Utility	Mgmt	8
• Presentation	2013	
• Recommendations		
• Funding Mechanism		
4. Schools Master Plan		8
• Review		
• School: Direction		

► Actions 2014 – 2015 (Continued)			PRIORITY
5.	North End Redevelopment Strategy and Action Plan <ul style="list-style-type: none"> • Market Analysis • Attraction Strategy • Pocket Park: Direction and Funding 	M/CC 2013	6
6.	Parks and Recreation Needs Assessment <ul style="list-style-type: none"> • Concept • Funding • Completion 	Mgmt	5
7.	Beer/Wine at War Memorial Building/Amphitheater <ul style="list-style-type: none"> • Evaluation • Policy Direction • Community Information and Education 	Mgmt	5
8.	Development Standards: Development (Street Lights, Street Width, etc.) <ul style="list-style-type: none"> • Concepts • Standards Development • Policy Direction 	Mgmt	5
9.	Traffic Enforcement Evaluation (Speeding, Stop Signs, Speed Limits) <ul style="list-style-type: none"> • Analysis • Direction • Actions 	M/CC	3
10.	Treatment Center, Information from Centers <ul style="list-style-type: none"> • Problem Analysis/Community Impacts (Positive/Negative) • Direction • City Actions • Report from Heroin Task Force 	M/CC	3
11.	Comprehensive Zoning Ordinance: Revision	Mgmt 2013	2
12.	Rental Housing Registration and Inspection Program: Enhancements <ul style="list-style-type: none"> • Evaluation • Report: Problem Areas, Condition, Un-Registration, Overcrowding • Policy Recommendations 	M/CC Horizon	2
13.	Non Resident Property Owners <ul style="list-style-type: none"> • Problem Analysis • Policy Direction • Actions 	M/CC	2

► Actions 2014 – 2015 (Continued)			PRIORITY
14. Youth Activities and Employment	M/CC		2
<ul style="list-style-type: none"> • Connect with Youth Development Center and Boys and Girls Club • Talk with Chamber about Jobs for Youth • Link to Big Brothers/Big Sisters 			
15. Homeownership Program	M/CC		2
<ul style="list-style-type: none"> • Incentive for City Employees: Evaluation/Report • Work with Habitat for Humanities • Homeowner Training Program (Faith Works/Habitat with Humanity) 			
16. Outreach to Latino Community	M/CC		2
<ul style="list-style-type: none"> • Meeting with Latino Connection • Identify Issues • Report • Policy Direction/Actions 			
17. 414 South Braddock Street Resolution	2013		1
18. Douglas Learning Center Renovation	Horizon		1
<ul style="list-style-type: none"> • School Disposition: Direction 			
19. Housing Stock Condition Assessment and Plan	Horizon		1
<ul style="list-style-type: none"> • Proposal: Method, Costs • Direction • Funding 			
20. Bikes on Sidewalks Ordinance	M/CC		1
<ul style="list-style-type: none"> • Review • Enforcement Report • Policy Direction 			
21. Comprehensive Walkable/Bikeable Master Plan	M/CC		1
<ul style="list-style-type: none"> • Link Green Circle to Bike Lane • Assessment • Development 			
22. Neighborhood Patrol/Community Policing Action Plan	M/CC		1
<ul style="list-style-type: none"> • Bike Patrol: Expansion with Personal Contract (Residents/Business Owners) • Action Ideas: Report • Policy Direction 			
23. Frederick Douglass Park Development	Mgmt		1
<ul style="list-style-type: none"> • Plan • Funding • Outreach to Community (Garden Club) 			

► Actions 2014 – 2015 (Continued)			PRIORITY
24. Substance Abuse/Mental Health	Mgmt		1
<ul style="list-style-type: none"> • Assessment: Unmet Community Needs • Plan • Funding 			
25. North Loudoun Street Redevelopment Strategy and Action Plan	M/CC Mgmt		0
<ul style="list-style-type: none"> • Identify Property Owners – Willing to Sell • Development Redevelopment Strategy 			
26. Potato Hill Redevelopment Strategy and Action Plan	M/CC Mgmt		0
<ul style="list-style-type: none"> • Code Enforcement 			
27. Woodstock Lane Redevelopment Strategy and Action Plan	Mgmt		0
28. Race Relations Strategy/Outreach	M/CC Horizon		0
<ul style="list-style-type: none"> • Assessment • Goals • Action Plan • Meet NAACP, Latino Connection, Coalition for Unity • City Involvement/Support in Events 			
29. Underground/Alternative Utilities Location	M/CC		0
<ul style="list-style-type: none"> • Proposal for Underground for City Streets • Location Alternative for City Streets 			
30. Neighborhood Parks	Mgmt		0
<ul style="list-style-type: none"> • Plans • Priority • Direction • Funding 			

► Management in Progress 2014 – 2015			<i>Time</i>
1. Flood Insurance: Update Report	M/CC		Done
2. Police Department Survey: Report and Actions	M/CC		2/14
3. Field Maintenance Plan: Implementation	Mgmt		3/14
4. Community Gardens: Pilot Project			3/14
5. SWAT Truck	Mgmt		4/14
6. Neighborhood Walking Tours and Council Report on Finding (CRT/CDC)			4/14
7. Heroin Use Reduction Action Plan			

► Management in Progress 2014 – 2015 (Continued)			<i>Time</i>
8.	Blighted Structure Report	M/CC	5/14
9.	Social Services Emergency Management Plan	Mgmt	7/14
10.	Cal Ripken World Series	Mgmt	8/14
11.	Active Shooter Program/Training	Mgmt	8/14
12.	Rental Space at Youth Development Center	Mgmt	9/14
	<ul style="list-style-type: none"> • Senior Programs • Middle School After School Programs 		
13.	Millwood Avenue Project	M/CC 2013	11/14
14.	Comprehensive Service Act: Corrective Action Plan	Mgmt	12/14
15.	Aquatics Facelift (Indoor/Outdoor)	Mgmt	3/15
16.	Comprehensive Zoning Ordinance: Revision		6/15
17.	414 South Brad		TBD

► Major Projects 2014 – 2015			<i>Time</i>
1.	Bermuda Grass Fields: Staffing and Equipment	Mgmt	4/14
2.	Parks: ADA Compliance (Phase I)	2013	6/14
3.	Skate Pavilion	Mgmt	6/14
4.	South Loudoun/Abrams Creek Drainage Project	Mgmt	6/14
5.	Citywide Sidewalk Improvements: Phase II Project	Mgmt	6/14
	<ul style="list-style-type: none"> A. Loudoun (Wyck to City Limit) B. Cork Street (Pleasant Valley to Washington) 		
6.	Green Circle Trail: Phase II Project	Mgmt	9/14
7.	I-81 Interchange (VDOT – Exit 313): Preliminary Design	M/CC	12/14
8.	East Lane/Piccadilly/National Avenue Realignment	Mgmt	12/14
9.	Tevis Street Extension: Design	Mgmt	2/15
10.	Bridgeforth Stadium: Turf	Mgmt	3/15
11.	Jim Barnett Park Signage and Beautification: Phase I	Mgmt	3/15
12.	Green Circle Trail: Phase III Design	Mgmt	3/15
13.	Hope Drive Extension: Design	Mgmt	5/15
14.	Valley Avenue Sidewalk/Drainage Improvements: Design	Mgmt	6/15
15.	Millwood Avenue Improvement (with SU)	Mgmt	6/15
16.	Nester Drive Extension	Mgmt	TBD
17.	Tevis Bridge (VDOT)	Mgmt	

► **On the Horizon 2015 – 2019**

1. Online Participant Registration for Web Trac (2016)
2. Gateway Plan for Route 11 North
3. Frederick Douglass Elementary School
4. Middle School: Direction
5. Henry Street Redevelopment
6. Green Space: Expansion

<i>Time</i>
9/14

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 Residents**

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

► Challenges and Opportunities		PRIORITY
1. Continue to expand and promote interdepartmental teamwork and collaboration		9
2. Using technology to enhance service delivery and improve productivity		9
3. Funding for school facilities and annual operations		8
4. Funding and facilities for professional training and development		7
5. More Federal and Commonwealth of Virginia regulations, mandates and monitoring		6
6. Balancing individual agenda versus best for the overall community		6
7. Aging City facilities and infrastructure needing upgrades or replacements		5
8. Significant tax exempt properties receiving direct services, funded by other tax payers		4
9. Degree of reporting to Council: strategic plan, projects, service actions, events or occurrences		3
10. Antiquated City Hall with limited parking, access problems, security concerns, split work locations that reduces productivity		2
11. Uncertain impacts of the Affordable Care Act		1
12. Increasing costs of delivering City services		1
13. Determining the cost recovery from fees for programs, activities and services		1
14. Anti tax and anti government political environment		1
15. Working with Frederick County toward service collaboration or merger		1
16. City subsidizing sports groups: swimming, BMX and horseshoes		0

► Actions 2014 – 2015		PRIORITY
1. Comprehensive Municipal Facilities Historic Building Plan	Horizon	9
• Inventory		
• Condition Assessment		
• Plan Development		
2. Succession Planning: Development	M/CC 2013	8
• Assessment		
• Program Recommendations		
• Direction and Funding		
3. Incentives for City/School Employees		7
• Options: Car Registration, Homeownership Incentives		
• Report		
• Policy Direction and Funding		

► Actions 2014 – 2015 (Continued)			PRIORITY
4. City-Schools Service Consolidations	Horizon		6
• Identification of Opportunities			
• Evaluation			
• Direction			
5. Impact Fees Model	M/CC		6
• Concept			
• Evaluation			
• Policy Direction			
6. Public Safety Communications System	M/CC		5
• Direction	2013		
• Funding			
7. City Organization Analysis (Outside Organization)	M/CC		5
8. Utility Billing System: On Line	Mgmt		5
• Proposal			
• Funding			
9. Communication and Marketing Plan	M/CC		4
• Development	2013		
• Specific Actions			
10. Citizens/Community Survey	Mgmt		4
• Concept and Process	M/CC		
• Direction			
• Funding			
• Completion			
11. Community Events Policy: Review	M/CC		3
• Establish Baseline for Events	2013		
• Measuring Events Success			
• Role Collaboration: City and Private Sector			
• Master Calendar: Collaboration			
• Policy, Direction and City Action			
12. Employee Survey	M/CC		3
• Concept and Process			
• Direction			
• Funding			
• Completion			
13. "One Stop Shop" for Development/Business Licenses	M/CC		3
• Identification: Physical Layout			
• Departmental Cross Training: Simple Questions/Services			
• Plan			
• Direction and Funding			

► Actions 2014 – 2015 (Continued)			PRIORITY
14.	Intergovernmental Relations with Frederick County <ul style="list-style-type: none"> • Informal Social Sessions with County Officials 	M/CC Horizon	2
15.	Customer Service Audit (Permitting, Inspection (Fire/Building) and Service Requests) <ul style="list-style-type: none"> • Concept • Process, Policy 	M/CC	2
16.	Training Program Development <ul style="list-style-type: none"> • Module: Customer Service • Training that is in System • Direction • Funding 	M/CC Mgmt	2
17.	Public Services Facility/Municipal Service Center: Direction <ul style="list-style-type: none"> • Concept and Costs • Plan • Funding (Including Parks Maintenance)	2013	1
18.	Air Force ROTC Program in High School <ul style="list-style-type: none"> • Direction • City Role • Short Term Funding 	M/CC Horizon	1
19.	Comprehensive Salary and Benefit Study <ul style="list-style-type: none"> • Market Analysis • Recommendations • Policy Direction and Funding 	Mgmt Horizon	0
20.	Human Resource: Policy and Procedures <ul style="list-style-type: none"> • Review • Prepare Draft • Policy Direction and Adoption • Update: Process 	Mgmt	0

► Management in Progress 2014 – 2015

			<i>Time</i>
1.	Recreation Fees: Review	2013	Done
2.	City Owned Property Report and Map		1/14
3.	City Reorganization Plan: New Phase	2013	2/14
4.	Boards/Commissions: Orientation Program	2013	2/14
5.	Emergency Operations Plan: Revision	Mgmt	3/14
6.	Information Technology Master Plan: Update	2013	4/14
7.	Hiring Process: Review/Revision	Mgmt M/CC	4/14
8.	Emergency Management Social Media	Mgmt	4/14
9.	Affordable Care Act: Part Time Employees	Mgmt	4/14
10.	Volunteer Organizations Active in Disaster (Regional)	Mgmt	5/14
11.	Emergency Management Professional Development Series	Mgmt	6/14
12.	Performance Measures: Refinement	Mgmt	6/14
13.	Building Permit Fee Schedule: Review	Mgmt	6/14
14.	City Hall Security Plan		7/14
15.	Fire Volunteer Recruitment and Retention Program	Mgmt	9/14
16.	Student Internship/Work Study Program: Formalization		9/14
17.	Employee Wellness Program	2013	12/14
18.	Payroll Process Software: Implementation	Mgmt	12/14
19.	Personal Property Application Software	Mgmt	2016
20.	Real Estate Application Software	Mgmt	
21.	Fire Code and Permit Updates	Mgmt	
22.	Fire and EMS Reporting System: Implementation	Mgmt	
23.	Hazmat Vehicle Storage	Mgmt	
24.	Time and Attendance Software (Citywide)	Mgmt	
25.	Employee Annual Performance Review	Mgmt	
26.	Sun Gard Enterprise Software: Web Enablement	Mgmt	
27.	Business Process and Streamlining Citizen Interaction	Mgmt	
28.	New Testing for Police Officers	Mgmt	

► On the Horizon 2015 – 2019

1. Pool/Aquatic Center: Direction

GOAL 4	CONTINUE REVITALIZATION OF HISTORIC OLD TOWN
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<p>► Objectives</p> <ol style="list-style-type: none"> 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 8. Expand the Primary and Secondary Assessment District 9. Restore key historic buildings: Taylor Hotel 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="padding: 5px;">PRIORITY</th> </tr> </thead> <tbody> <tr><td style="text-align: center; padding: 5px;">9</td></tr> <tr><td style="text-align: center; padding: 5px;">9</td></tr> <tr><td style="text-align: center; padding: 5px;">8</td></tr> <tr><td style="text-align: center; padding: 5px;">8</td></tr> <tr><td style="text-align: center; padding: 5px;">7</td></tr> <tr><td style="text-align: center; padding: 5px;">7</td></tr> <tr><td style="text-align: center; padding: 5px;">5</td></tr> <tr><td style="text-align: center; padding: 5px;">2</td></tr> <tr><td style="text-align: center; padding: 5px;">0</td></tr> </tbody> </table>	PRIORITY	9	9	8	8	7	7	5	2	0
PRIORITY											
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<p>► Means to Residents</p> <ol style="list-style-type: none"> 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

► Challenges and Opportunities		PRIORITY
1. Marketing Historic Old Town to residents and to the outside world		9
2. Working with absentee property owners and maximize best tenants		9
3. Keeping the positive momentum building in the Historic Old Town and expand to broader Downtown area		9
4. Traditional attitudes of some business owners and understanding, using "best business practices" by merchants		7
5. Funding and support for projects in Historic Old Town		6
6. Support for proactive city codes, standards and actions, including noise		6
7. Defining "success" for Historic Old Town		5
8. Working with property owners and business owners		4
9. Defining the City's role and actions in Historic Old Town		4
10. Some aging and blighted buildings and homes needing major rehabilitation or demolition/replacement		3
11. Developing a range of housing options in Downtown		1
12. Defining and prioritizing community events and festivals		1
13. Managing expectations of businesses, property owners and residents		1
14. Addressing special assessment district issues		0

► Actions 2014 – 2015		PRIORITY
1. Historic Old Town Gateway Enhancements	M/CC	9
• Southside Cork Street		
• National/East Lane		
• Amherst Street		
2. Comprehensive Parking Strategy (Residential, Credit Card, Self Sufficiency)		8
• Review		
• Use/Problems		
• Report		
• Policy Direction		
3. Market Rate Housing Unit (25): Construction	2013	7
4. National Historic District: Expansion	Mgmt 2013	6
5. Events Coordinator	M/CC. 2013	6
• Assessment		
• Direction		
• Event Fees for City Services		

► Actions 2014 – 2015 (Continued)			PRIORITY
6.	Downtown Extended Area <ul style="list-style-type: none"> • Vision • Land use • Infrastructure 	M/CC	6
7.	Arts and Cultural District Policy	2013	5
8.	Market/Grocery Store Attraction: Strategy <ul style="list-style-type: none"> • Location • Incentive • Direction 	M/CC Mgmt	5
9.	Downtown Branding and Materials: Development <ul style="list-style-type: none"> • Report • Recommendations • Direction and Funding 	M/CC 2013	3
10.	Old Courthouse: Use Agreement	M/CC Mgmt Horizon	3
11.	Taylor Hotel Project: Next Phase <ul style="list-style-type: none"> A. Fly Tower B. Public Space 	M/CC 2013	2
12.	Downtown Façade Improvement Program <ul style="list-style-type: none"> • Location • Criteria • Grant/Loan Program • Funding Sources 	M/CC	2
13.	Downtown Special Assessment District <ul style="list-style-type: none"> • Review • Recommendations • Direction 	Mgmt Horizon	1
14.	Waiver for Residential in Assessment District <ul style="list-style-type: none"> • Evaluation • City Code: Change • Policy Direction 	Com	1
15.	Street Performers Policy/Permits <ul style="list-style-type: none"> • Legal Standards • Draft Proposal • Policy Direction 	2013	0

► **Management in Progress 2014 – 2015**

		<i>Time</i>
1.	Internal Trolley: Policy on Use	2/14
2.	Downtown Public Safety Security Plan: Update Report	4/14
3.	Historic District Design Guideline BAA Manual for New Materials	5/14
4.	Fly Tower Lease	5/14
5.	Downtown Business Outreach: Process Review, Update Report	8/14
6.	George Washington Hotel Parking Study	Mgmt 11/14
7.	Parking Payment: Credit Cards and Debit Cards	Mgmt 11/14

► **Major Projects 2014 – 2015**

		<i>Time</i>
1.	Cork Street Sidewalks	Mgmt 6/14
2.	Parking Garage Improvements	2013 9/14
3.	Green Circle trail (Downtown Phase): Signage, Striping	2013 10/14

► **On the Horizon 2015 – 2019**

1. Public Arts Policy
2. Ice Skating: Direction
3. Class "A" Office Space/Building

SECTION 5

ACTION AGENDA 2014 – 2015 [Updated: 1/20/14]

Action Agenda

Definitions of Terms

POLICY –

is an issue that needs direction or a policy decision by the Council; or needs a major funding decision by the Council; or an issue that needs Council leadership by the governing body in the community; or with other governmental bodies (county government, other city governments, state government, federal government) – questions of “WHAT: IS THE DIRECTION; IS THE GOAL; IS THE BUDGET OR RESOURCES; IS THE CITY'S POLICY OF REGULATION?”

MANAGEMENT –

a management action which the Council has set the overall direction and provided initial funding (e.g. phased project), may require further Council action on funding; or a major management project particularly multiple years (e.g. upgrade to the information system)- questions of “HOW: DO WE ADDRESS THE ISSUE, MANAGE THE CITY; IMPLEMENT A DECISION OR PROGRAM; CAN WE IMPROVE THE MANAGEMENT OR ORGANIZATIONAL PROCESS?”

MANAGEMENT IN PROGRESS –

a management or organization action which Council has set the direction, needs staff work before going to Council for direction next year or beyond, no choice mandated by an outside governmental agency or institution, management process improvement budgeted or funded by the Council.

MAJOR PROJECT –

a capital project funded in the CIP or by Council action which needs design or to be constructed (e.g. Road project, city facility project, park project, etc.).

ON THE HORIZON –

an issue or project that will not be addressed during the year by management or the Council but should be addressed in the next five years; it could become an action item for this year if another party moves the issue or project forward-it depends on them.

City of Winchester Policy Agenda 2014 – 2015 Targets for Action

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

Policy Agenda 2014 – 2015

► Targets for Action	Priority			
	Priority	TOP	HIGH	MOD
1. John Kerr Elementary School	Top	7	-	-
2. Meadow Branch Avenue: Development	Top	7	-	-
3. Conference Center: Development	Top	6	-	-
4. Enterprise Zone: Next Steps	Top	5	-	-
5. City Gateway Beautification Project	Top	4	-	-
6. Public Safety Communications System	Top	4	-	-
7. North End Redevelopment Strategy and Action Plan	High	3	7	-
8. Retail Attraction/Retention Strategy	High	2	5	-
9. Patsy Cline Economic Strategy Development	High	2	5	-
10. Incentives for City/School Employees	High	2	4	-
11. Storm Water Management Policy and Utility	High	1	4	-
12. Historic Old Town Gateway Enhancements	High	1	4	-
13. Housing Stock Condition Assessment	High	1	4	-
14. Community Events Policy	High	1	4	-
15. Zero Pak Redevelopment	Moderate	0	1	6
16. Social Beverage Permission Beer/Wine at War Memorial Building/Amphitheater	Moderate	1	2	5
17. Comprehensive Parking Strategy (Residential, Credit Card, Self Sufficiency)	Moderate	0	3	4
18. Citizens/Community Survey	Moderate	1	1	4
19. Downtown Branding and Materials		2	3	3
20. Frederick Douglass Park Development		0	0	3
21. Youth Activities and Employment		0	0	2
22. Development Standards: Development (Street Lights, Street Wide, etc.)		0	1	1
23. Monticello Street - Battaile Drive		0	0	0
24. Schools Master Plan		0	0	0

City of Winchester Management Agenda 2014 – 2015 Targets for Action

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
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 Agenda 2014 – 2015

► Targets for Action

1. Succession Planning: Development
2. City-Schools Service Consolidations
3. Maintenance Comprehensive Municipal Facilities
Historic Building Plan
4. EDA Staffing
5. Events Coordinator and Policy
6. Federal Mogul Reuse
7. Douglas Learning Center
8. Substance Abuse/Mental Health
9. Human Resources Policy and Procedures
10. National Historic District: Expansion
11. City Relations with Businesses: Action Plan
12. Mc Cormac Amphitheater Development
13. Parks and Recreation Needs Assessment
14. Public Services Facility/Municipal Service Center:
Direction
15. Utility Billing System: Online
16. Market Rate Housing Unit (25): Construction

PRIORITY	PRIORITY	
	TOP	HIGH
Top	6	-
Top	6	-
Top	4	-
High	3	4
High	3	4
High	2	5
High	2	4
High	1	5
High	1	5
High	1	4
	1	3
	1	2
	0	0

**City of Winchester
Action Outlines 2014 – 2015**

GOAL 1	GROW THE ECONOMY
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ACTION: MEADOW BRANCH AVENUE: DEVELOPMENT		PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Meeting with Property Owner: Conceptual Plans	1/14
	2. Prepare Report: Development Options	2/14
	3. Council Decision: Development Direction and Land Use	3/14
	4. Complete Comprehensive Plan Amendment	7/14
	5. Council Decision: Amendment Adoption	8/14
	6. Revise Zoning	10/14
	7. Council Decision: Zoning	11/14
	8. Initiate Engineering Design	4/14 – 11/14
\$ – Construction	9. Construction	4/15 – 10/15
Responsibility: Economic Development/Public Services		

ACTION: CONFERENCE CENTER: DEVELOPMENT		PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Present Report	1/14
	2. Council Decision: Direction	2/14
	3. Develop Funding Plan	8/14
	4. Council Decision: Funding Direction	12/14
\$	5. County Decision: Abandonment	TBD
Responsibility: Economic Development		

ACTION: ENTERPRISE ZONE: NEXT STEPS		PRIORITY
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> • Level of funding 	<ol style="list-style-type: none"> 1. Council Decision: Funding Agreement 2. Council Decision: Ordinance 3. Initiate Marketing Program 	<p>2/14</p> <p>3/14</p> <p>3/14</p>
\$		
Responsibility: Economic Development		

ACTION: RETAIL ATTRACTION/RETENTION STRATEGY		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Develop Retail Study: Scope and Cost Estimate 2. Council Decision: Direction, Funding 3. Complete RFP, Award Contract 4. Complete Retail Study 5. Develop Marketing Information 6. Participate ICSC 	<p>3/14</p> <p>6/14</p> <p>8/14</p> <p>12/14</p> <p>3/15</p> <p>5/15</p>
\$		
Responsibility: Economic Development		

ACTION: PATSY CLINE ECONOMIC STRATEGY DEVELOPMENT		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Identify Key Partners/Key Stakeholders: Local, National 2. Develop a “Festival Plan” 3. Develop Comprehensive Marketing Program: National and International 4. Council Decision: Direction, Funding 5. Major Festival Event 	<p>2/14</p> <p>9/14</p> <p>9/14</p> <p>12/14</p> <p>9/15</p>
\$		
Responsibility: Economic Development/CVB		

ACTION: ZERO PAK REDEVELOPMENT		PRIORITY
		<i>Policy – Mod</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Complete Development Plan	6/14
	2. Council Decision: Rezoning for Residential Use; Road Realignment	10/14
Responsibility: Economic Development		

ACTION: MONTICELLO STREET - BATAILE DRIVE DEVELOPMENT		PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Council Decision: To Build Monticello Street - Bataile Drive	1/14
	2. Complete Personal Property Job Audit for Rubbermaid	3/14
Responsibility: Public Service/Economic Development		

ACTION: EDA STAFFING		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Re Classification of Employee	6/14
	2. Training to be a “Certified Economic Development Professional”	TBD
\$	Responsibility: Economic Development	

ACTION: FEDERAL MOGUL REUSE: CLEAN UP, MARKETING	PRIORITY	
	<i>Mgmt – Top</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Complete Cleanup: Building	6/14
	2. Develop Marketing Program	6/14
	3. Implement Marketing Program	7/14
Responsibility: Economic Development		

ACTION: CITY RELATIONS WITH BUSINESSES: ACTION PLAN	PRIORITY	
	<i>Mgmt – High</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Meeting with Chamber President and CEO – Ways to Strength Relations	1/14
	2. Evaluate Options: Apps, Packet for Businesses, Host New Business, Ambassador	5/14
	3. Survey Businesses (Local Business/Contractors)	6/14
	4. Prepare Report	7/14
	5. Council Presentation: Results and Actions	7/14
Responsibility: Downtown Manager/Economic Development		

ACTION: MCCORMAC AMPHITHEATER: DEVELOPMENT	PRIORITY	
	<i>Mgmt – High</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Award Contract for Needs Assessment (Part of Comprehensive Parks and Recreation Needs Assessment)	2/14
	2. Complete “Needs Assessment”	9/14
\$	3. Council Decision: Feasibility Study	TBD
Responsibility: Parks and Recreation		

► **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: Bellview Direction
5. Career Technical Education Center (at Douglas Learning Center)

Time

Ongoing
7/14
10/14
TBD
TBD

GOAL 2	CREATE A MORE LIVABLE CITY FOR ALL
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ACTION: JOHN KERR ELEMENTARY SCHOOL	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">PRIORITY</td> </tr> <tr> <td style="padding: 2px;"><i>Policy – Top</i></td> </tr> </table>	PRIORITY	<i>Policy – Top</i>				
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ACTION: CITY GATEWAY BEAUTIFICATION PROJECT	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">PRIORITY</td> </tr> <tr> <td style="padding: 2px;"><i>Policy – Top</i></td> </tr> </table>	PRIORITY	<i>Policy – Top</i>																																																							
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ACTION: CITY GATEWAY BEAUTIFICATION PROJECT
(Continued)

PRIORITY

<i>Policy – Top</i>

Key Issues

Activities/Milestones

Time

- E. Berryville Avenue
 - 1. Council Decision: Funding Study 6/14
 - 2. Complete Study 10/14
 - 3. Council Presentation: Study 11/14
 - 4. Council Decision: Direction, Funding 12/14
- F. C. E. Overlay for:
 - 1) Millwood Avenue
 - 2) Fairmont Avenue
 - 3) National Avenue
 - 1. Council Decision: Fairmont Avenue 2/14 – 5/14
 - 2. Council Decision: National Avenue 4/14 – 8/14
 - 3. Council Decision: Millwood Avenue 8/14 – 12/14
- G. Uniform Gateway Sign
 - 1. Council Design: Direction 7/14
 - 2. Council Decisions: Cedar Creek Grade, Amherst Street 12/14

Responsibility: Planning/Public Services
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ACTION: NORTH END REDEVELOPMENT STRATEGY AND ACTION PLAN		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Define Boundaries	7/14
	2. Evaluate Residential/Commercial Development/Redevelopment	9/14
	3. Identify Additional Tools	10/14
	4. Identify Specific Sites	10/14
	5. Engage Community – Key Stakeholders, Community Organization	11/14
	6. Develop Report with Recommendations	1/15
	7. Council Decision: Direction, Actions, Funding (if needed)	5/15
	8. Obtain Information from Parks and Recreation on Future Pocket Park(s)	9/14
	9. Council Decision: Pocket Parks	5/15
Responsibility: Planning/Parks and Recreation		

ACTION: STORM WATER MANAGEMENT POLICY AND UTILITY		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Council Presentation: Report and Public Education	4/14
	2. Council Decision: Storm Water Utility	6/14
	3. Public Education Campaign	3/14 – 6/14
Responsibility: Public Works		

ACTION: HOUSING STOCK CONDITION ASSESSMENT AND PLAN		PRIORITY
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Define Scope, Approach and Funding	3/14
	2. Council Decision: Direction, Funding	6/14
	3. Complete RFQ	8/14
	4. Complete Study	2/15
	5. Council Presentation and Direction	3/15
	6. Evaluate Concept: Redevelopment Housing Authority	TBD
\$	7. Council Decision: Direction	TBD
Responsibility: Building Inspector		

ACTION: SOCIAL BEVERAGE APPROVAL: BEER/WINE AT WAR MEMORIAL BUILDING/AMPHITHEATER		PRIORITY
		<i>Policy – Mod</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Use of Beer/Wine	1. Revise Proposal with Updated Analysis (limited area)	8/14
• Amphitheater	2. Board Decision: Direction, Recommendations	9/14
	3. Develop Community Information and Educational Activities	10/14
	4. Council Decision: Direction	12/14
Responsibility: Parks and Recreation		

ACTION: FREDERICK DOUGLASS PARK DEVELOPMENT	PRIORITY	
	<i>Policy</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Develop CIP Proposal – Multi Use Fields, Playground Equipment, Signage, Walking Loop, Landscaping, Lighting, Shelter	Done
	2. Council Decision: Funding	6/14
Responsibility: Parks and Recreation		

ACTION: YOUTH ACTIVITIES AND EMPLOYMENT	PRIORITY	
	<i>Policy</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Council Decision: Funding for After School Programs for Middle Schools	6/14
\$	2. Council Decisions: Timbrook Youth Development Center	6/14
Responsibility: Police/Parks and Recreation		

ACTION: DEVELOPMENT STANDARDS: DEVELOPMENT (STREET LIGHTS, STREET WIDTH, ETC.)	PRIORITY	
	<i>Policy</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Analyze Low Impact Development Standards	6/14
	2. Develop Standards	10/14
	3. Planning Commission: Subdivision Ordinance Revision	10/14
	4. Council Decision: Ordinances, Standards	12/14
Responsibility: Public Service/Planning		

ACTION: SCHOOLS MASTER PLAN		PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Review School CIP/Facility Study	6/14
	2. School CIP/Facility Study Plan: Short Term and Long Term	TBD
	3. Evaluate Financial Reality by Finance	
Responsibility: School/Finance		

ACTION: DOUGLAS LEARNING CENTER RENOVATION		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Prepare Report: How to Address Need	10/14
	2. Review Schools Actions	12/14
	3. Council Presentation: Report Acceptance, Future Direction	12/14
Responsibility: Economic Development		

ACTION: SUBSTANCE ABUSE/MENTAL HEALTH		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Appoint Community Service Board	3/14
	2. Community Services Board: Report on Community Needs, Current Programs, Action Recommendations	12/14
	3. Substance Abuse Report	6/14
	4. The Alliance Report	6/14
Responsibility: Social Services/Police		

ACTION: PARKS AND RECREATION NEEDS ASSESSMENT		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Complete RFQ	2/14
	2. Work Out Terms	3/14
	3. Complete Assessment Study	9/14
	4. Council Presentation	10/14
	1. Complete RFQ	8/14
	2. Finalize Terms	9/14
	3. Complete Assessment Study	5/15
	4. Council Presentation	6/15
Responsibility: Parks and Recreation		

► Management in Progress 2014 – 2015	<u>Time</u>
1. Police Department Survey: Report and Actions	2/14
2. Field Maintenance Plan: Implementation	3/14
3. Community Gardens: Pilot Project	3/14
4. SWAT Truck	4/14
5. Neighborhood Walking Tours and Council Report on Finding (CRT/CDC)	4/14
6. Heroin Use Reduction Action Plan	4/14
7. Blighted Structure Report	5/14
8. Social Services Emergency Management Plan	7/14
9. Active Shooter Program/Training	8/14
10. Cal Ripken World Series	8/14
11. Rental Space at Youth Development Center	9/14
12. Comprehensive Service Act: Corrective Action Plan	12/14
13. Aquatics Facelift (Outdoor/Indoor)	3/15
14. Comprehensive Zoning Ordinance: Revision	6/15
15. 414 South Braddock Street Resolution	TBD
16. Online Participant Registration for Web Trac	TBD

► **Major Projects 2014 – 2015**

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

GOAL 3	DEVELOP A HIGH PERFORMING ORGANIZATION
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ACTION: PUBLIC SAFETY COMMUNICATIONS SYSTEM	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Policy – Top</i></td></tr> </table>	PRIORITY	<i>Policy – Top</i>													
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	2. Gather Data	Done														
	3. Council Presentation/Decision	3/14														
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ACTION: INCENTIVES FOR CITY/SCHOOL EMPLOYEES	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Policy – High</i></td></tr> </table>	PRIORITY	<i>Policy – High</i>										
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ACTION: COMMUNITY EVENTS POLICY: REVIEW	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Policy – High</i></td></tr> </table>	PRIORITY	<i>Policy – High</i>							
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	2. Council Decision: Policy Direction	3/14								
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ACTION: CITIZENS/COMMUNITY SURVEY		PRIORITY
		<i>Policy – Mod</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
\$	<ol style="list-style-type: none"> 1. Develop Proposal 2. Council Decision: Funding 3. Complete Survey 	<ol style="list-style-type: none"> 2/14 6/14 12/14
Responsibility: Communications		

ACTION: SUCCESSION PLANNING: DEVELOPMENT		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
\$	<ol style="list-style-type: none"> 1. Define Scope, Approach, Funding 2. Develop Budget Proposal 3. Council Decision: Direction 	<ol style="list-style-type: none"> 2/14 3/14 6/14
Responsibility: Human Resource		

ACTION: COMPREHENSIVE MUNICIPAL FACILITIES/HISTORIC BUILDING MAINTENANCE PLAN		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Determine Scope and Cost Estimate 2. Develop Budget 3. Council Decision: Funding 	<ol style="list-style-type: none"> 3/14 3/14 6/14
Responsibility: Public Service		

ACTION:	HUMAN RESOURCES: POLICY AND PROCEDURES	PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Prepare Draft	10/14
	2. Finalize Recommendations	11/14
	3. Council Decision: Approval	12/14
Responsibility: Human Resource		

ACTION:	PUBLIC SERVICES FACILITY/MUNICIPAL SERVICE CENTER: DIRECTION	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Assess Space Needed and Current Condition	5/14
	2. Develop Conceptual Plans with Cost Estimates	12/14
	3. Council Decision: Direction, Funding Mechanism	6/15
Responsibility: Public Works		

ACTION:	UTILITY BILLING SYSTEM: ONLINE	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Develop Proposal	3/14
	2. Council Decision: Funding	6/14
Responsibility: Public Service/Information Technology		

► **Management in Progress 2014 – 2015**

	<u>Time</u>
1. Recreation Fees: Review	Done
2. New Testing for Police Officers	Done
3. City Owned Property Report and Map	1/14
4. City Reorganization Plan: New Phase	2/14
5. Boards/Commissions: Orientation Program	2/14
6. Emergency Operations Plan: Revision	3/14
7. Information Technology Master Plan	4/14
8. Hiring Process: Review/Revision	4/14
9. Emergency Management Social Media	4/14
10. Affordable Care Act: Part Time Employees	4/14
11. Volunteer Organizations Active in Disaster (Regional)	5/14
12. Fire Code and Permit Updates (including Fire Inspections)	5/14
13. Employee Annual Performance Review	5/14
14. Emergency Management Professional Development Series	6/14
15. Performance Measures: Refinement	6/14
16. Building Permit Fee Schedule: Review	6/14
17. Fire and EMS Reporting System: Implementation	7/14
18. Hazmat Vehicle Storage	7/14
19. SunGard Enterprise Software: Web Enablement	7/14
20. City Hall Security Plan	7/14
21. Fire Volunteer Recruitment and Retention Program	9/14
22. Time and Attendance Software (Citywide)	9/14
23. Employee Survey	9/14
24. Student Internship/Work Study Program: Formalization	9/14
25. Employee Wellness Program	12/14
26. Payroll Process Software: Implementation	12/14
27. Comprehensive Formal Communications and Marketing Plan	12/14
28. Personal Property Application Software	2016
29. Real Estate Application Software	TBD

GOAL 4	CONTINUE REVITALIZATION OF HISTORIC OLD TOWN
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ACTION:	HISTORIC OLD TOWN GATEWAY ENHANCEMENTS	PRIORITY	
			<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>		<u>Time</u>
	A. National Avenue – East Lane		
	1. Complete Property Acquisition		4/14
	2. Council Decision: Roundabout or Straight Road		4/14
	3. Construction		12/14
	B. Southside Cork Street		
	1. Council Presentation		1/14
Responsibility: Public Service/Planning			

ACTION:	COMPREHENSIVE PARKING STRATEGY (RESIDENTIAL, CREDIT CARD, SELF SUFFICIENCY)	PRIORITY	
			<i>Policy – Mod</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>		<u>Time</u>
	1. Prepare Report		12/14
	2. Council Presentation		1/15
	3. Council Decision: Direction		2/15
Responsibility: Parking			

ACTION: DOWNTOWN BRANDING AND MATERIALS PLAN: DEVELOPMENT		PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Prepare Report	3/14
	2. Council Decision: Direction, Funding	6/14
\$	3. Prepare Implementation Plan	9/14
Responsibility: Downtown Manager/Contractor		

ACTION: EVENTS COORDINATOR AND POLICY		PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Complete Events Assessment	1/14
	2. Review Events Policy	5/14
	3. Implement Fee Changes	1/15
Responsibility: Downtown Manager		

ACTION: NATIONAL HISTORIC DISTRICT: EXPANSION		PRIORITY
		<i>Mgmt – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. Apply for Grant	2/14
	2. Grant Notification	7/14
	3. Complete RFQ	8/14
	4. Complete Study	12/15
	5. Council Direction	12/15
Responsibility: Planning		

ACTION: MARKET RATE HOUSING UNIT (25):		PRIORITY	
CONSTRUCTION		<i>Mgmt</i>	
<i>Key Issues</i>	<i>Activities/Milestones</i>	<i>Time</i>	
<table border="1" style="margin: auto;"> <tr> <td>Responsibility: Economic Development</td> </tr> </table>			Responsibility: Economic Development
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► Management in Progress 2014 – 2015	<i>Time</i>
1. Trolley: Policy on Use	2/14
2. Downtown Public Safety Security Plan: Update Report	4/14
3. Downtown Façade Improvement Program: Grant, Enterprise Funding	4/14/Ongoing
4. Historic District Design Guidelines: BAR Manual for New Materials	5/14
5. Fly Tower Lease	5/14
6. Downtown Business Outreach: Process Review, Update Report	8/14
7. George Washington Hotel Parking Study	11/14
8. Parking Payment: Credit Cards and Debit Cards	11/14

► Major Projects 2014 – 2015	<i>Time</i>
1. Taylor Hotel Project: Public Spaces	5/14
2. Cork Street Sidewalks	6/14
3. Parking Garage Improvements	9/14
4. Green Circle Trail (Downtown Phase)	10/14

**CITY OF WINCHESTER
POLICY CALENDAR 2014 – 2015**

MONTH

JANUARY 2014

1. Council Decision: Monticello Street – Battaile Drive Build or no Build
2. Council Decision: John Kerr Elementary School - School Recommendation and Council Action
3. Council Direction: Boundary for "North End"
4. Council Presentation: Southside Cork Street Gateway

MONTH

FEBRUARY 2014

1. Council Presentation and Decision: Conference Center Direction
2. Council Decision: Enterprise Zone Funding Agreement

MONTH

MARCH 2014

1. Council Decision: Meadow Branch Avenue Development Direction and Land Use
2. Council Decision: Enterprise Zone Ordinance
3. Council Presentation and Decision: Public Safety Communications System Direction
4. Council Decision Community Events Policy Direction

MONTH

APRIL 2014

1. Council Decision: National Avenue-East Lane Roundabout or Straight Road
2. Council Presentation: Storm Water Management Policy and Utility

MONTH

MAY 2014

1. Council Decision: CE Overlay for Fairmont Avenue
2. Council Decision: Fly Tower Lease
3. Council Decision: BAR Manual for New Materials (Historic District Guidelines)

MONTH

JUNE 2014

1. Council Decision: Budget for Re-classification of EDA Staff
2. Council Decision: Retail Study Scope/Costs and Funding
3. Council Decision: Fairmont Avenue Funding
4. Council Decision: Storm Water Utility
5. Council Presentation: School CIP/Facility Study
6. Council Decision: Funding for After School Programs for Middle School
7. Council Decision: Funding for Timbrook Youth Development Center
8. Council Decision: Housing Stock Study Direction and Funding
9. Council Decision: Frederick Douglass Park Development Direction on Improvements and Funding
10. Council Presentation: Substance Abuse Report

JUNE 2014 (Continued)

- 11.** Council Presentation: The Alliance Report

- 12.** Council Decision: Citizens/Community Survey Funding

- 13.** Council Decision: Comprehensive Municipal Facilities/Historic Buildings Maintenance Plan Funding

- 14.** Council Decision: Succession Planning Proposal Funding

- 15.** Council Decision: Utility Billing System Online Funding

- 16.** Council Decision: Public Services Facility/ Municipal Service Center Direction and Funding

- 17.** Council Decision: Downtown Branding and Materials Plan Direction and Funding

- 18.** Council Decision: JJC Phone System Upgrade Funding

- 19.** Council Decision: Staffing Funding

MONTH

JULY 2014

1. Council Presentation: City Relations with Business - Survey Findings and Recommended Actions
2. Council Presentation and Decision: Uniform Gateway Sign Design

MONTH

AUGUST 2014

1. Council Decision: Meadow Branch Avenue Comprehensive Plan Amendments
2. Council Decision: Award Contract for Retail Study
3. Council Decision: CE Overlay for National Avenue

MONTH

SEPTEMBER 2014

1.

2.

3.

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5.

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7.

8.

9.

10.

MONTH

OCTOBER 2014

1. Council Decision: Zero Pak Rezoning for Residential Use and Road Re-alignment
2. Council Presentation: Parks and Recreation Needs Assessment Report

MONTH

NOVEMBER 2014

1. Council Decision: Meadow Branch Avenue Zoning Changes
2. Council Presentation: Fairmont Avenue Study
3. Council Presentation: North Loudoun Study
4. Council Presentation: Berryville Avenue Study

MONTH

DECEMBER 2014

1. Council Decision: Conference Center Funding

2. Council Presentation and Decision: Patsy Cline Economic Development Strategy/Major Festival Direction and Funding

3. Council Decision: Millwood Avenue University Drive Dedication

4. Council Decision: Fairmont Avenue Direction and Funding

5. Council Decision: North Loudoun Street Direction and Funding

6. Council Decision: Berryville Avenue Direction and Funding

7. Council Decision: Millwood Avenue

8. Council Decision: Gateway Sign Cedar Creek Grade Direction and Funding

9. Council Decision: Gateway Sign Amherst Street

10. Council Presentation and Decision: North End Development Strategy Direction, Actions, and Funding (if necessary)

DECEMBER 2014 (Continued)

- 11.** Council Decision: Social Beverage Approval/Beer and Wine at War Memorial Building and Amphitheater
- 12.** Council Decision: Development Standards and Subdivision Ordinance Revision
- 13.** Council Presentation and Decision: Douglas Learning Center Report Acceptance and Future Direction
- 14.** Council Presentation: Community Service Board Report
- 15.** Council Presentation and Decision: Incentives for City/Schools Employees Report and Direction
- 16.** Council Decision: Human Resource Policy and Procedures
- 17.** Council Presentation: Comprehensive Formal Communications and Marketing Plan

SECTION 6

GOVERNANCE REFINEMENTS: MAYOR – CITY COUNCIL IN ACTION

City of Winchester Mayor and City Council Governance Topics

1. Regular Communications between Council President, City Manager and Entire Council: Complete, Same Information to All, Timely, Seeking Mayor and City Council Input/Advice/Guidance of Issues and Actions, No Surprises, Management/Administrative Decisions/Actions
2. Civility and Respect for Position and Persons: City Manager - Comments to Others, Comments in the City Organization
3. Project/Action Agenda: Update Reports (regularly/more than quarterly), Weekly Reports on Major Items
4. Overall Communications among Mayor and City Council: Keeping Each Other Informed, beyond eMail
5. Council Reports: Options, Unbiased/Cons and Potential Consequences Discussion
6. More Council Discussion on Critical Topics/Projects in Council Meeting/Executive Sessions, Slowing the Process for Discussion if Necessary
7. Council Questions on Agenda Items: Process, Contact with Department Heads, Timely and Complete Response
8. Role/Responsibilities of Assistant City Manager and Relationship to Mayor and City Council
9. Expectations, Responsibilities and Actions for: Council as the "Board of Directors", Council President, Council Vice President, City Manager as "CEO"
10. Council Protocols: Review and Refinement
11. Council Engaged and Prepared for Meetings: Reminder
12. City Manager-City Attorney Relationship and Expectations

13. Clerk to Council: Direction (independent of City Manager)
14. Strategic Planning Process: Guiding Document, Policy Direction, Performance Monitoring, Use of Work Sessions to Defined Direction and Outcomes, Not a "Hammer" against Council
15. Creating a Positive Work Environment in the City Organization: Outcomes, Actions
16. Community Presence: Council Attendance at Community Events and Meetings
17. Informal Time: Getting to Know Each Other, Informal Team Buildings
18. Council Outreach to City Employees: Roles and Actions
19. Use of Executive Sessions: Criteria, Commonwealth Laws
20. Intergovernmental Outreach to County and Schools: Getting to Know Each Other, Regular Meetings

House Rules

Our Code of Conduct

- 1. Respect others: Mayor/Council members, Staff, Residents**
- 2. Listen and strive to understand before judging**
- 3. Agree to disagree; move on to the next issue**
- 4. Support the Council's decisions and City policies**
- 5. Come prepared and ready to work**
- 6. Communicate in an open, candid manner- no surprises**
- 7. Have an alternative if you do not like it**
- 8. Keep confidential information confidential**

*** Agreed upon 12/12 by Mayor and City Council**

Mayor and City Council Protocols Operating Guidelines for City Council and City Manager

Protocol 1	Simple Information – Available to the Public
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1. Contact City Manager/Assistant City Manager/Department Head.
2. Copy the City Manager.
3. eMail information goes to all Mayor and Council members

Protocol 2	Research on a Topic (Ongoing)
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1. Contact City Manager.
2. Provide topic, background information, link to strategic plan.
3. City Manager decides direction and assignment.

Protocol 3	Citizen Service Request
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|--|--|
| A. 1 st Contact | B. Unsatisfactory Contact |
| 1. Refer to appropriate office | 1. Get name and department |
| 2. Staff provide prompt response | 2. Contact City Manager and share information |
| 3. If City Manager contacted, there will be accountability | 3. Staff notifies Council of actions/ time frame |
| 4. Staff notifies Council of actions/timeframe | |

Protocol 4	Agenda
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- | | |
|---|---|
| A. Placing an item | B. Question on item |
| 1. Contact Council President by

Tuesday noon | 1. Contact City Manager/Assistant City Manager/ Department Head |
| | 2. eMail Information goes to all Mayor and Council members |
| | 3. Ask questions before meeting |
| | 4. Bring questions to a work session |

Protocol 5	Urgent Information
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- Les Text
- Mayor Call cell
- Milt Text
- Jeff Text
- John W Text
Home phone
- John H Home phone
- Ben Text

Protocol 6	Communications: Council and Staff
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1. Information should go to all Mayor and Council members at the same time.
2. Mayor/Council members should inform each other of meetings or information obtained.

Protocol 7	Employee Contact
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- | | |
|--|---------------------------------|
| A. Employee initiated | B. Council initiated |
| 1. Ask: have they contacted the City Manager | 1. Council should avoid contact |
| 2. Refer employee to City Manager | |

Protocol 8	Email
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1. Email: public record and subject to public disclosure.
2. If you send an email, be prepared to read it in the headlines.
3. Responses to emails will be provided to Mayor and Council.

Protocol 9	Representative/Liaison
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1. Report to Mayor and Council: key points, questions for direction.
2. Listen to discussion (avoid commitments).
3. Represent Council direction.

Protocol 10	Work/Study Sessions
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- Allow everyone to speak one time, before round two of discussion.
- Avoid sidebar conversations.
- Place cell phones on vibration.
- Add "Public Comment" at the beginning (10 minute limit).

Protocol 10	Work/Study Sessions (Continued)
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Refinements

- Council President should test Council direction and summarize key points.
- Informal setting – all Mayor/Council and City staff around a table.
- Television session – to be continued.

Protocol 11	Complex Information/New Topics
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1. Complete Referral Form – City Manager will share with Mayor and Council members.
2. Send to City Manager.
3. Place topic in Work Session under “Referral Topics”..
4. Council decides on action

Protocol 12	Staff Reports
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1. Provide balanced thorough analysis.
2. Provide options/alternatives.
3. Provide recommendations with justification.

Protocol 13	Legal Questions
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1. Contact City Attorney: email with copy to Mayor and Council.

Protocol 14	Confidential Information
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1. Keep information confidential.

Protocol 15	Action Agenda Updates
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1. Mayor and Council expressed desire to have brief monthly updates
2. City Manager is developing possible matrix format

Work Session – Typology

WORK SESSION TYPE I PRE-REPORT	WORK SESSION TYPE II DRAFT REPORTS	WORK SESSION TYPE III BRIEFING
Provide direction and guidance on major issues before staff analysis and report preparation	Refine proposed reports and recommendations prior to formal presentation and action	Brief Mayor and City Council on major issues, upcoming opportunities and operational matters
<p style="text-align: center;"><u>TOPICS:</u></p> <ol style="list-style-type: none"> 1. Define the Problems 2. Identify Issues 3. Establish Parameters and Guidelines 4. Focus on Possible Outcomes 5. Outline Process and Possible Next Steps 6. Decide Whether or Not Worth Pursuing 	<p style="text-align: center;"><u>TOPICS:</u></p> <ol style="list-style-type: none"> 1. Present Background Information 2. Review and Highlights of Analysis and Options 3. Review and Refine Recommendations 4. Finalize Desired Goals and Outcomes 5. Outline Next Steps 	<p style="text-align: center;"><u>TOPICS:</u></p> <ol style="list-style-type: none"> 1. Present Background 2. Discuss Topics 3. Explore City’s Role or Need for Action 4. Focus on Overall Policy Direction and Guidelines