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**AGENDA  
REGULAR MEETING  
FREDERICK COUNTY BOARD OF SUPERVISORS  
WEDNESDAY, APRIL 9, 2014  
7:00 P.M.  
BOARD ROOM, COUNTY ADMINISTRATION BUILDING  
107 NORTH KENT STREET, WINCHESTER, VIRGINIA**

**Call To Order**

**Invocation**

**Pledge of Allegiance**

**Adoption of Agenda:**

Pursuant to established procedures, the Board should adopt the Agenda for the meeting.

**Consent Agenda:**

(Tentative Agenda Items for Consent are Tabs: D, G, and H)

**Citizen Comments (Agenda Items Only, That Are Not Subject to Public Hearing.)**

**Board of Supervisors Comments**

**Minutes: (See Attached)----- A**

1. Regular Meeting, March 26, 2014.

**County Officials:**

1. Adoption of Fiscal Year 2014-2015 Budget. **(See Attached)**----- B
2. Committee Appointments. **(See Attached)**----- C
3. Memorandum Re: Closing of County Offices for Annual Apple Blossom Festival. **(See Attached)**----- D

AGENDA  
REGULAR MEETING  
FREDERICK COUNTY BOARD OF SUPERVISORS  
WEDNESDAY, APRIL 9, 2014  
PAGE 2

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4. Request from Commissioner of the Revenue for Refund.  
(See Attached) ----- E
5. Request from Social Services Director to Schedule Work Session.  
(See Attached) ----- F

**Committee Reports:**

1. Transportation Committee. (See Attached)----- G

**Annual Reports:**

1. Departmental Fiscal Year 2014-2015 Annual Work Programs.  
(For Information Only) (See Attached) ----- H

**Public Hearing:**

1. Proposed School Bond Financings by the Board of Supervisors of the County of Frederick, Virginia. The Board of Supervisors (the "Board") of the County of Frederick, Virginia (the "County") will Hold a Public Hearing in Accordance with Section 15.2-2606 of the *Code of Virginia* of 1950, as Amended, on the Issuance of General Obligation School Bonds (the "Bonds") of the County in an Aggregate Principal Amount Not to Exceed \$4,700,000 to Finance Certain Capital Projects for Public School Purposes, Consisting Primarily of the Construction and Equipping of a Replacement Middle School and Architectural and Engineering Costs Associated with the Construction of a New High School. A Resolution Authorizing the Issuance of the Bonds will be Considered by the Board of Supervisors at Its Meeting on Wednesday, April 9, 2014. All Interested Parties are Invited to Attend and Present Oral or Written Comments.  
(See Attached) ----- I

**Planning Commission Business:**

**Public Hearing:**

1. Public Facilities and the 2030 Comprehensive Plan – The Board of Supervisors will Discuss a Proposed Amendment to the 2030 Comprehensive Plan; Public Facilities as a Component of the 2030 Comprehensive Plan. This Amendment is a Follow Up to, and in Support of, the Discussion of the Capital Improvement Plan (CIP) and the Proposed

**AGENDA  
REGULAR MEETING  
FREDERICK COUNTY BOARD OF SUPERVISORS  
WEDNESDAY, APRIL 9, 2014  
PAGE 3**

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County Administration Facilities to be Located Generally in the County's Urban Development Area (UDA) or Sewer and Water Service Area (SWSA). The Proposed Amendment Continues to Promote Frederick County Government and Its Effort to Provide Accessible, Effective, and High Quality Government Services to Its Citizens, Business Owners, and Community Partners. The Proposed Amendment Would be Inserted into the Plan Within Chapter VI, Public Facilities – Creating Community.

**(See Attached)** ----- J

**Other Planning Items:**

1. Request for Pump and Haul Permit - William Davis, 1154 Green Springs Road, Winchester. **(See Attached)**----- K

2. Discussion of UDA Centers and the 2030 Comprehensive Plan.  
**(See Attached)** ----- L

**Board Liaison Reports (If Any)**

**Citizen Comments**

**Board of Supervisors Comments**

**Adjourn**

A



**FREDERICK COUNTY BOARD OF  
SUPERVISORS' MINUTES**

**REGULAR MEETING**

**March 26, 2014**

A Regular Meeting of the Frederick County Board of Supervisors was held on Wednesday, March 26, 2014 at 7:00 P.M., in the Board of Supervisors' Meeting Room, 107 North Kent Street, Winchester, VA.

**PRESENT**

Chairman Richard C. Shickle; Charles S. DeHaven, Jr.; Christopher E. Collins; Gene E. Fisher; Robert A. Hess; Gary A. Lofton; and Robert W. Wells

**CALL TO ORDER**

Chairman Shickle called the meeting to order.

**INVOCATION**

Supervisor Hess delivered the invocation.

**PLEDGE OF ALLEGIANCE**

Vice-Chairman DeHaven led the Pledge of Allegiance.

**ADOPTION OF AGENDA - APPROVED**

County Administrator John R. Riley, Jr. advised there were no changes or additions to the agenda.

Upon a motion by Vice-Chairman DeHaven, seconded by Supervisor Hess, the Board approved the agenda by the following recorded vote:

Richard C. Shickle	Aye
Charles S. DeHaven, Jr.	Aye
Christopher E. Collins	Aye
Gene E. Fisher	Aye
Robert A. Hess	Aye
Gary A. Lofton	Aye
Robert W. Wells	Aye

**CONSENT AGENDA - APPROVED**

Administrator Riley offered the following item for the Board's consideration under the

consent agenda:

- Human Resources Committee Report – **Tab G**.

Upon a motion by Supervisor DeHaven, seconded by Supervisor Hess, the Board approved the consent agenda by the following recorded vote:

Richard C. Shickle	Aye
Charles S. DeHaven, Jr.	Aye
Christopher E. Collins	Aye
Gene E. Fisher	Aye
Robert A. Hess	Aye
Gary A. Lofton	Aye
Robert W. Wells	Aye

### **PUBLIC HEARING**

### **FISCAL YEAR 2014-2015 BUDGET**

County Administrator John R. Riley, Jr. provided an overview of the proposed FY2014-2014 budget. He noted the Frederick County had increases in local revenue of \$8 million from local taxes such as property taxes, machinery and tools tax, business license tax, utility taxes, sales tax, lodging tax and meals tax. This increased revenue was used to fund increases in retirement cost, full day kindergarten, overtime in public safety, increases in operating costs, health insurance increases, full year costs of last fiscal year salary increases, and very limited capital purchases. He went on to say property taxes and local taxes account for 90% of general fund revenue. Administrator Riley then reviewed a 7-year history of adopted general fund budgets. The average annual increase over the past seven years equated to 1.08%. The inflation rate during the same period of time ranged from 1.6% to 3.2%. He noted this was the first real growth in revenue in six years. The total advertised budget for FY 15 is \$264,547,161. He advised the landfill included \$2 million dollars in capital projects in their FY 15 proposed budget. Those projects included a stationary tire shredder, trash compactor, and a heat exchange

system for gas to energy treatment ponds, a leachate evaporator, and renovation of the old shop for part storage.

With regard to the schools, student population for FCPS is expected to increase by 21 students for a total of 13,066. For FY 2015, the FCPS cost per student is projected to be \$10,949. In comparison, cost per student for FY 2013 was \$10,437 and FY 2014 was \$10,595. The local transfer increase to the School Operating Fund is \$4,620,419. For FY 15, Frederick County is required by the state to fund \$31,532,881. The proposed funding is \$65,347,740, or, 107% more than required. Administrator Riley advised Frederick County ranks 40<sup>th</sup> highest out of 135 localities in actual local school funding versus what the state requires counties to fund.

Administrator Riley showed a real estate tax comparison to surrounding localities. Frederick County ranked third lowest. Frederick County ranked eighth in median income. In a per capita comparison to the twelve largest counties with the exception of Stafford County, Frederick County was the second lowest per capita.

Administrator Riley showed the average turnover rate for public safety, which was 13 percent. He noted that turnover costs the county in overtime, advertising, administration, screening, interviewing, training, and the potential increase in unemployment costs.

He concluded by saying staff would continue to seek the budget objectives discussed during the budget work sessions.

Chairman Shickle convened the FY2014-2015 Budget public hearing.

**Richard Hoover**, Chairman of the Lord Fairfax Soil and Water Conservation District, read the following statement:

*"Mr. Chairman, gentlemen,*

*I'm Richard Hoover, Chairman of the Lord Fairfax Soil and Water Conservation District.*

*With much of FY14 still to go, the District and your farmers are moving ahead on ten contracts to protect 1,636 acres and 5,508 linear feet of street – all at an estimated cost of over \$147,000. These projects will help slow down every drop of water on its march to the sea, keep soil in place, exclude livestock from rivers, streams and creeks, give them alternative watering systems, and reduce the farmer's reliance on fertilizers.*

*To Frederick County's benefit, we're working similarly with Shenandoah County farmers to ameliorate the impairments of the North Fork of the Shenandoah River, from which you obtain much of your drinking water, via Winchester. Our experts strongly believe that these efforts are helping to maintain the water quality of NF in the face of increasing population pressures.*

*On education programs, I would point to the April 8<sup>th</sup> Envirothon; five county teams from Sherando, James Wood, and Millbrook, have entered the competition. Our Education officer, Rebecca Weibert, assisted with the Frederick County Science Fair, spoke to James Wood Science Club students and is again participating in the Frederick County Conservation Awareness Program, an event featuring more than 800 sixth graders. She has designed and promoted SOL-based conservation programs for the classroom. Positive responses are coming in. The District just received college scholarship applications from two Frederick County students.*

*Permit me to repeat the FY14 figure of \$147,000, the estimated cost of our Frederick County cost-share program. That amount is up from \$91,000 in FY12 and \$125,000 in FY13.*

*I hate to think that the District's steadily increasing involvement with Frederick County is met by decreasing county support of the District, which is now the case. The state funds we receive for basic operations simply do not keep up with actual costs. The General Assembly assumes counties will help support our basic operations for farmers and educational activities for youth and adults. Your support is critical to our work in Frederick County. I respectfully request that you consider increasing the proposed FY15 contribution to at least the level of ten thousand dollars, where it was in years past."*

**Don Butler**, Chairman of the Our Health board and a resident of Stonewall District, read the following statement:

*"Mr. Chairman, members of the Board of Supervisors, Mr. Riley, and Frederick County staff, My name is Don Butler. I am chairman of the Our Health board and a resident of Frederick County in the Stonewall district.*

*Earlier this year a young lady came to the Our Health campus. She had just been discharged from the Winchester Medical Center. She had a prescription, but no money. Our Health staff guided her to the Free Medical Clinic. It quickly became apparent to the staff member that this young lady needed so much more than just a prescription filled. She needed to access the services of the Free Medical Clinic so she could have her care coordinated by the nurse practitioner. She needed to go to the Clinic so she could have her care coordinated by the nurse practitioner. She needed to go to the Social Services Department and apply for SNAP so she would have food. She visited our Office of Housing to find temporary and hopefully more*

*permanent shelter since she was homeless. Staff took her to Concern Hotline and picked up their resource guide so she would have contact information about all the health and human services she might need. This young lady ultimately received case management and services from 9 of our campus partners. If this young lady came in today, she could also visit our newest partner agency, the Valley Workforce center to receive counseling on employment opportunities.*

*Frederick County is an important partner with Our Health. Your funding allows the Our Health campus to exist, to serve as the hub for the 16 partner agencies on campus. To support 62 agencies in all through grant writing, administration, training, and technical assistance. Frederick County funding helps Our Health offer rent on the campus at reduced rates to the non-profit agencies. It allows Our Health to assist the off-campus clients to provide services for free.*

*The Our Health board and staff ask Frederick County to continue our partnership by placing Our Health back on the 2014-15 funding list for non-profits at the level funding of \$20,600. The need exists today and will exist tomorrow. There were 32,000 client visits from Frederick County residents in 2012 at a cost of 65 cents per visit. A pretty good value for Frederick County tax payers.*

*The Our Health board and staff thank you for your consideration."*

**Roger Hendeberg**, Gainesboro District, spoke in support of full funding for the Handley Regional Library system. He advised that he was a year round user of the library and did a lot of research in the archives. He noted the staff was very helpful and spoke highly of the wonderful children's programs. He concluded by saying these programs must continue and asked the Board to fully fund the library.

**John Whitfield**, Executive Director of Blue Ridge Legal Services, spoke about the legal assistance his organization provides to the low income citizens of Frederick County. He asked the Board to reconsider its zero funding for FY15. He cited several cases and testimonials from people his organization had assisted. He concluded by saying these residents needed the Board's help and support and he asked them to reconsider their desire to not fund his organization.

**Robert Grogg**, Gainesboro District, spoke in support of full funding for Handley Regional Library. He cautioned the Board of the unintended consequences of not fully funding the library. He noted the librarians provided a lot of information to the citizens. He went on to

say he would love to see the county increase funding over a period of years until they reached full funding.

**Carol Fox**, Shawnee District and county representative to the Handley Regional Library Board, asked the Board to look at the library's funding request. She noted the library serves 50% of the Frederick County community and a number of children sign up for a library card each year. She went on to say the library has cut the hours of operation, reduced staff, and enacted other measures to help meet the budget shortfall. She concluded by saying the library employees have not had a pay increase since 2013.

**Lynn Kraemer**, Opequon District, spoke in support of full funding for the Handley Regional Library. She noted that she had been a member of the library board for eight years. She went on to tell about how great the library is and how the Handley Regional Library system is one of the best assets in the area. She spoke about how impressed she was by library staff including their knowledge and pleasantness. She went onto say that she never heard anything negative about the library and asked the Board to help keep it.

**Ann Legge**, Opequon District, spoke in support of full funding for Handley Regional Library. She stated she wanted to call attention to what the library does to provide employment in the area. She noted many people do not have computers in their homes, so they go to the library. While they are there they apply for jobs online, take mini-courses, etc. She concluded by saying the staff had not had a raise since 2008.

**Frost McLaughlin**, Gainesboro District, advised she taught English at Lord Fairfax Community College. She stated she loved the library. She spoke about the digital divide between the haves and have nots. She noted the library provides a place for Internet service for those that do not have it at home. She went on to say a number of her students use the library for

Internet access.

**Dr. David Sovine**, Superintendent of Schools and a resident of the Shawnee District, commended the Board of Supervisors for working together with the School Board regarding this year's budget. He noted that Frederick County students continue to excel and staff ensures the students receive the best education possible. He noted his proposed FY15 budget sought an extra \$8.5 million from the County to offset increases in VRS and health insurance and to implement a salary initiative to make salaries more competitive. He noted this request was needs based. He went on to say he appreciated receiving the additional funding earmarked for schools, which allows the implementation of full-day kindergarten. He stated that without the additional funds the schools could not implement the salary initiative. He noted the schools still had transportation and technology needs, which were not addressed in this budget. He concluded by thanking the Board and Mr. Riley for working with him and the School Board through this process.

**Joy Kirk**, President of the Frederick County Education Association and resident of the Back Creek District, appeared before the Board on behalf of the 660 members of the Frederick County Education Association. She noted her daughters had received raises each year while working in the retail and restaurant industry. She went on to say even her parents and husband had received cost of living adjustments. She stated teachers were not guaranteed an increase in salary and we are farther behind than in 2008. She advised that teachers spend more of their own money on their jobs as the number of students increase. She stated teachers are expected to do more for students with less money from the County. She went on to say class sizes have grown while positions have been lost. She concluded by saying many FCEA members who work in Frederick County are not sure they can continue and she urged the Board to ensure Frederick



County students receive best education.

**Larry Sullivan**, Shawnee District, asked the Board for funding for the Handley Regional Library. He noted over 2,000 items are checked out each day. He concluded by saying the library needs to serve the residents and he hoped the Board would fully fund the library.

**William Barte**, Shawnee District, stated the Board had been very generous with funds over the years. He noted there was plenty of money, but people were still unhappy within the school system regarding salaries. He went on to say the schools say each employee's performance warrants merit pay, but he could see no basic job standards or performance standards for teachers. He concluded by asking the Board to hold the line on taxes.

**Stuart Wolk**, Chairman of the Frederick County School Board and resident of the Shawnee District, thanked the Board for working with us through the budget process. The students and taxpayers have been well served. As for the school budget, they were able to maintain current services and programs, full day kindergarten will be implemented, and they were able to do a moderate salary increase to maintain staff. He went on to say that unless additional dollars were available they would not have the increased funding for a salary increase. He asked the Board to help them come up with a way to address the salary initiative because salaries have not kept pace with those in the Winchester MSA. He concluded by thanking the Board for working with the School Board.

**Melissa Steblein**, teacher at Millbrook High School and chair of the Science Department, advised that she had come to the county seven years ago. She chose the area because of the small class sizes and great teachers. She noted that she had seen teachers do with less and less each year with many leaving to other areas for a salary increase. She concluded by asking the Board to please rethink the salary initiatives for this year or next.

**Keith Lichliter**, Opequon District and Business teacher at Aylor Middle School, stated he was depressed about having to speak tonight. He noted he enjoyed teaching and found it invigorating, but he had to pay hundreds of dollars for college courses in order to keep his license current. He dreaded having to beg for money. He went on to say that for too long police, fire and rescue, and teachers have worked long hours without a pay increase. He asked “how are we supposed to get ahead?” He concluded by talking about the supply and demand of the labor market and noted that financial compensation was part of that equation.

**Lynn Hillyer**, Red Bud District and a teacher for Frederick County Public Schools, stated she loved Frederick County and she loved the schools. She noted this was a wonderful educational community. She spoke of three teachers who had attended a job fair in Loudoun County due to the lack of a pay increase over the years.

**Mary Brown**, Shenandoah Valley Discovery Museum, thank the Board for their support over the years. She noted the museum provides an educational need and had seen a 35% increase in attendance to include an increase attendees from Frederick County. She noted the museum offers a head start program. She went on to say they worked with a number of other non-profits in the area. She concluded by saying they relied on the Board’s support and a funding cut to zero would be very difficult at this time.

**Phil Glaize**, Discovery Museum, thanked the Board for their past support, including capital support. He stated that without the Board’s support they would be forced to look at a fee for service. He concluded by saying Frederick County’s dollars have gone a long way.

**Lance Moss**, resident of Winchester and teacher with Frederick County Public Schools, cited the school salary scale and noted a teacher with zero years of experience begins at \$40,000 per year. A teacher with 10 to 11 years of experience makes \$44,728. He asked “who would do

that?" The answer is teachers because they love their job. He went on to say no one ever met the obligation of the contract he signed with he first started. He concluded by saying we need to find a way to get more revenue to meet these obligations.

**Paul Philips**, Stonewall District, stated the Board did a good job with the budget each year. He noted that 15 of the speakers tonight asked for more money and one asked for less money. He went on to say that a lot of what they said is true. He noted we should not compete with Loudoun and Fairfax County regarding salaries. He stated teachers here do have to use their own money to buy supplies. He reminded the Board the money being discussed is taxpayer money.

**Melinda Russell**, Back Creek District and member of the Frederick County Education Association, stated she was proud to work in Frederick County and served her students with excitement and enthusiasm. She thanked the Board for what they did for the community. She asked the Board to support the County employees and fully fund the budget. She went on to say teachers must meet mandated license requirements. She stated her son would love to work in Frederick County, but he currently works in Loudoun County and makes more money that she does, with less years of service. She concluded by saying the lack of a salary increase has greatly reduced her retirement.

**Joseph Powell, Jr.**, Discovery Museum, asked the Board to support the Discovery Museum. He noted his children use it several times a month. He encouraged the Board to keep the funding in the budget.

**Paul Anderson**, Back Creek District, stated he serves on the Lord Fairfax Soil and Water Conservation District as one of the County's representatives. He noted that he and the other representatives had worked hard to get more money for Frederick County over the past five to

eight years. He encouraged the Board to increase funding for the district.

**John Wright**, Red Bud District, stated this year's budget was about 7.2% over last year's. He noted 700 was the number of volunteer firefighters in Frederick County with 400 actually running calls. He noted that 10% of the call volume was run by 96 volunteers. He went on to say there were 64 career staff running calls, which means there are 160 career staff and volunteers serving Frederick County's needs. He stated new businesses were popping up, which helped keep the tax rate low, but the infrastructure has not kept up with the business and residential growth. He noted staffing had not gone up and career firefighters continue to staff the stations. He stated the department turnover rate is unsustainable and the department is spending \$1,000s of dollars in overtime.

**Dody Stottlemeyer**, Shawnee District, stated people are still struggling. She noted that she works in the grocery industry and the only time they see heavy traffic is either the first of the month or before a snow storm. She appreciated the Board recognizing that this year and not raising taxes. She asked the Board to continue to think about those struggling on a day to day basis. She concluded by saying there was a need for a library system.

There being no further public comments, Chairman Shickle closed the public hearing.

#### **CITIZEN COMMENTS**

There were no citizen comments.

#### **BOARD OF SUPERVISORS COMMENTS**

There were no Board of Supervisors' comments.

#### **MINUTES - APPROVED**

Upon a motion by Supervisor DeHaven, seconded by Supervisor Fisher, the Board approved the minutes from the March 5, 2014 budget work session by the following recorded

vote:

Richard C. Shickle	Aye
Charles S. DeHaven, Jr.	Aye
Christopher E. Collins	Aye
Gene E. Fisher	Aye
Robert A. Hess	Aye
Gary A. Lofton	Aye
Robert W. Wells	Aye

Upon a motion by Supervisor DeHaven, seconded by Supervisor Fisher, the Board approved the minutes from the March 12, 2014 regular meeting by the following recorded vote:

Richard C. Shickle	Aye
Charles S. DeHaven, Jr.	Aye
Christopher E. Collins	Aye
Gene E. Fisher	Aye
Robert A. Hess	Aye
Gary A. Lofton	Aye
Robert W. Wells	Aye

#### **COUNTY OFFICIALS**

#### **EMPLOYEE OF THE MONTH AWARD FOR MARCH 2014 – ANDREW L. BAKER APPROVED**

Upon a motion by Supervisor Lofton, seconded by Supervisor Hess, the Board approved Andrew L. Baker as Employee of the Month for March 2014.

**WHEREAS**, the Frederick County Board of Supervisors recognizes that the County's employees are a most important resource; and,

**WHEREAS**, on September 9, 1992, the Board of Supervisors approved a resolution which established the Employee of the Month award and candidates for the award may be nominated by any County employee; and,

**WHEREAS**, the Board of Supervisors selects one employee from those nominated, based on the merits of outstanding performance and productivity, positive job attitude and other noteworthy contributions to their department and to the County; and,

**WHEREAS**, Andrew L. Baker, who serves the Northwestern Regional Adult Detention Center, was nominated for Employee of the Month; and,

**WHEREAS**, Andrew L. Baker, a seasoned veteran officer who has a great work ethic,

dedication to his job, and can work any post assignment in each of the jail facilities, is being awarded Employee of the Month for March. Officer Baker never complains about any duty that he is assigned, he always displays great initiative to complete all tasks in a timely manner, and Officer Baker has a positive relationship with his co-workers.

**NOW, THEREFORE, BE IT RESOLVED**, by the Frederick County Board of Supervisors this 26<sup>th</sup> day of March, 2014, that Andrew L. Baker is hereby recognized as the Frederick County Employee of the Month for March 2014; and,

**BE IT FURTHER RESOLVED**, that the Board of Supervisors extends gratitude to Andrew L. Baker for his outstanding performance and dedicated service and wishes his continued success in future endeavors; and,

**BE IT FURTHER RESOLVED**, that Andrew L. Baker is hereby entitled to all of the rights and privileges associated with his award.

The above motion was approved by the following recorded vote:

Richard C. Shickle	Aye
Charles S. DeHaven, Jr.	Aye
Christopher E. Collins	Aye
Gene E. Fisher	Aye
Robert A. Hess	Aye
Gary A. Lofton	Aye
Robert W. Wells	Aye

#### **COMMITTEE APPOINTMENTS**

##### **APPOINTMENT OF DON BUTLER TO THE HR COMMITTEE**

Chairman Shickle advised that he had appointed Don Butler to the HR Committee.

##### **APPOINTMENT OF THOMAS RUFFIN TO THE TRANSPORTATION COMMITTEE**

Chairman Shickle advised that he had appointed Thomas Ruffin to the Transportation Committee.

##### **CORRESPONDENCE AND RESOLUTIONS FROM WINCHESTER AND WESTERN RAILROAD RE: RAIL PRESERVATION APPLICATIONS:**

- a. **RESOLUTION FOR PROJECT FY 2013-2017 - APPROVED**
- b. **RESOLUTION FOR PROJECT FY 2015-2020 - APPROVED**

Administrator Riley advised this was a request from Winchester & Western Railroad

Company seeking resolutions of support for two rail improvement projects. The first project FY2013-2017 has been approved with construction expected to begin this spring. The cost of the first project is \$4,379,980 over six years. The second project is an FY2015-2020 project improvement with a cost of \$3,680,000. No county funds are being requested.

Chairman Shickle asked the requests be sent to VDOT for review and feedback and any Board action contingent be upon VDOT review.

Upon a motion by Vice-Chairman DeHaven, seconded by Supervisor Collins, the Board approved the Resolution for Project FY2013-2017 and Resolution for FY 2015-2020.

#### **RESOLUTION FOR PROJECT FY 2013-2017**

**WHEREAS**, the **WINCHESTER & WESTERN RR** has filed an application with the **VIRGINIA DEPARTMENT OF RAIL AND PUBLIC TRANSPORTATION** for safety and improvement projects; and,

**WHEREAS**, the identified improvement projects are estimated to cost \$4,379,980.00; and,

**WHEREAS**, the General Assembly, has approved funding for acquisition, lease or improvement of railways within the Rail Industrial Access Program budget; and,

**WHEREAS**, the **WINCHESTER & WESTERN RR** is an important element of the **WINCHESTER/FREDERICK COUNTY** transportation system; and,

**WHEREAS**, the **WINCHESTER & WESTERN RR** is instrumental in the economic development of the **WINCHESTER/FREDERICK COUNTY** area and provides relief to the highway system by transporting freight, and provides and alternate means of transporting commodities; and

**WHEREAS**, **THE COUNTY OF FREDERICK** supports the project and the retention of rail services; and

**WHEREAS**, the **COMMONWEALTH TRANSPORTATION BOARD** has established procedures for all allocation and distribution of the funds approved by the General Assembly.

**NOW, THEREFORE, BE IT RESOLVED** that **THE COUNTY OF FREDERICK** does hereby request the **VIRGINIA DEPARTMENT OF RAIL AND PUBLIC TRANSPORTATION** to give priority consideration to the projects proposed by the

**WINCHESTER & WESTERN RR** totaling \$4,379,980.00 in **FREDERICK COUNTY**.

The above resolution was approved by the following recorded vote:

Richard C. Shickle	Aye
Charles S. DeHaven, Jr.	Aye
Christopher E. Collins	Aye
Gene E. Fisher	Aye
Robert A. Hess	Aye
Gary A. Lofton	Aye
Robert W. Wells	Aye

**RESOLUTION FOR PROJECT FY 2015-2020**

**WHEREAS**, the **WINCHESTER & WESTERN RR** has filed an application with the **VIRGINIA DEPARTMENT OF RAIL AND PUBLIC TRANSPORTATION** for safety and improvement projects; and

**WHEREAS**, the identified improvement projects are estimated to cost \$3,680,000.00; and,

**WHEREAS**, the **WINCHESTER & WESTERN RR** is an important element of the **WINCHESTER/FREDERICK COUNTY** transportation system; and,

**WHEREAS**, the **WINCHESTER & WESTERN RR** is instrumental in the economic development of the **WINCHESTER/FREDERICK COUNTY** area and provides relief to the highway system by transporting freight, and provides an alternate means of transporting commodities; and,

**WHEREAS**, **THE COUNTY OF FREDERICK** supports the project and the retention of rail service; and,

**WHEREAS**, the **COMMONWEALTH TRANSPORTATION BOARD** has established procedures for all allocation and distribution of the funds approved by the General Assembly.

**NOW, THEREFORE, BE IT RESOLVED**, that **THE COUNTY OF FREDERICK** does hereby request the **VIRGINIA DEPARTMENT OF RAIL AND PUBLIC TRANSPORTATION**, to give priority consideration to the projects proposed by the **WINCHESTER & WESTERN RR** totaling \$3,680,000.00 in **FREDERICK COUNTY**.

The above resolution was approved by the following recorded vote:

Richard C. Shickle	Aye
Charles S. DeHaven, Jr.	Aye
Christopher E. Collins	Aye



Gene E. Fisher	Aye
Robert A. Hess	Aye
Gary A. Lofton	Aye
Robert W. Wells	Aye

**REQUEST FROM COMMISSIONER OF THE REVENUE FOR REFUND -  
APPROVED**

Administrator Riley advised this was a request from the Commissioner of the Revenue for a supplemental appropriation and to authorize the Treasurer to refund Matthew P. Kibler, Jr. and John A. Kibler the amount of \$3,620.00 for adjustments to real estate taxes filing for 2013. This refund was a result of property qualifying for land use taxation but not recorded as such. The Commissioner has verified the property and owners have met all regulations and adjustments have been made.

Upon a motion by Supervisor Hess, seconded by Supervisor Collins, the Board approved the above refund request and supplemental appropriation by the following recorded vote:

Richard C. Shickle	Aye
Charles S. DeHaven, Jr.	Aye
Christopher E. Collins	Aye
Gene E. Fisher	Aye
Robert A. Hess	Aye
Gary A. Lofton	Aye
Robert W. Wells	Aye

**COMMITTEE REPORTS**

**HUMAN RESOURCES COMMITTEE – APPROVED UNDER CONSENT  
AGENDA**

The HR Committee met in the First Floor Conference Room at 107 North Kent Street on Friday, March 7, 2014, at 8:00 a.m. Committee members present were: Supervisor Robert Hess, Supervisor Robert Wells, Citizen Member Dorrie Green and Citizen Member Beth Lewin. Supervisor Chris Collins was absent. Also present were: Assistant County Administrator Kris Tierney, County Attorney Rod Williams, NRADC Superintendent James Whitley, Director of Social Services Tamara Green, Assistant Director of DSS Linda Gibson, and DSS representative Delsie Butts. There were also three members of the Department of Social Services Board present.

**\*\*\*Items Requiring Action\*\*\***

**1. Approval of the Employee of the Month Award.**

The Committee recommends approval of Correctional Officer Andrew Baker as the Employee of the Month for March 2014.

**\*\*\*Items Not Requiring Action\*\*\***

**1. Presentation by the Director of Social Services, Tamara Green.**

At the request of the Committee, Ms. Green presented an overview of the objectives and responsibilities of the Department of Social Services. The presentation also provided the Committee an understanding of her department's role, authority, and programs offered to the citizens, and topics of importance within her department. Presentation Attached.

**2. Presentation by HR Director on the migration of the County's 457(b) plan.**

Presentation attached.

**FINANCE COMMITTEE - APPROVED**

The Finance Committee met in the First Floor Conference Room at 107 North Kent Street on Wednesday, March 19, 2014 at 8:00 a.m. All members were present. Item 3 was approved under consent agenda.

Upon a motion by Vice-Chairman DeHaven, seconded by Supervisor Lofton, the Board approved the consent agenda by the following recorded vote:

Richard C. Shickle	Aye
Charles S. DeHaven, Jr.	Aye
Christopher E. Collins	Aye
Gene E. Fisher	Aye
Robert A. Hess	Aye
Gary A. Lofton	Aye
Robert W. Wells	Aye

1. The Deputy County Administrator requests a General Fund supplemental appropriation in the amount of \$9,000 to purchase portable field equipment to create cable channel programming. Funds are available through the Comcast Public Education and Government (PEG) grant and are reserved and designated to use for PEG access equipment. No local funds required. See attached memo, p. 3. The committee recommends approval. - **APPROVED**

Upon a motion by Vice-Chairman DeHaven, seconded by Supervisor Wells, the Board approved the above item by the following recorded vote:

Richard C. Shickle	Aye
Charles S. DeHaven, Jr.	Aye
Christopher E. Collins	Aye
Gene E. Fisher	Aye
Robert A. Hess	Aye
Gary A. Lofton	Aye
Robert W. Wells	Aye

2. The Winchester Regional Airport Director requests an Airport Fund supplemental appropriation in the amount of \$106,088 and a General Fund supplemental appropriation in the amount of \$75,853 (71.5%) to cover anticipated expenses through year end (FY14). See attached information, p. 4-11. The committee recommends approval. - **APPROVED**

Upon a motion by Vice-Chairman DeHaven, seconded by Supervisor Fisher, the Board approved the above request by the following recorded vote:

Richard C. Shickle	Aye
Charles S. DeHaven, Jr.	Aye
Christopher E. Collins	Aye
Gene E. Fisher	Aye
Robert A. Hess	Aye
Gary A. Lofton	Aye
Robert W. Wells	Aye

3. The Sheriff requests a General Fund supplemental appropriation in the amount of \$125. This amount represents restitution funds received for cruiser damage. See attached memo, p. 12. - **APPROVED UNDER CONSENT AGENDA**
4. The Fire & Rescue Chief requests a General Fund supplemental appropriation in the amount of \$280,000 to cover overtime expenses through year end. See attached memo, p. 13. The committee recommends approval. - **APPROVED**

Upon a motion by Vice-Chairman DeHaven, seconded by Supervisor Collins, the Board approved the above item by the following recorded vote:

Richard C. Shickle	Aye
Charles S. DeHaven, Jr.	Aye
Christopher E. Collins	Aye
Gene E. Fisher	Aye

Robert A. Hess	Aye
Gary A. Lofton	Aye
Robert W. Wells	Aye

### **INFORMATION ONLY**

1. The Finance Director provides a Fund 10 Transfer Report for FY2014. See attached, p. 14.
2. The Finance Director provides FY2014 financial statements for the period ending February 28, 2014. See attached, p. 15-25.
3. The Finance Director provides the FY2014 Fund Balance Report for the period ending March 14, 2014. See attached, p. 26.
4. The Finance Director provides the FY2015 budget advertisement. See attached, p. 27-31.

### **BOARD LIAISON REPORTS**

Chairman Shickle advised that he had attended a meeting at the Governor's mansion with other board chairmen and city/county managers to discuss the state budget and proposed Medicaid expansion. He learned some things, but still had four or five questions that were not answered, which troubled him. He went on to say we expect the people in Richmond to do a job, but they are not doing it. He noted we were being asked to participate, but we need to do what is best for Frederick County. He concluded by saying he would provide additional information to the Board later in the week.

### **CITIZEN COMMENTS**

**Alan Morrison**, Gainesboro District, stated the budget process was the most extremely difficult process the Board has to undertake. He stated that he was a former educator and he has one daughter who currently teaches in Loudoun County. He noted she had not had a pay raise for a few years. He noted the County spends over \$10,000 per student. He stated the school board has been able to meet its obligations each year except for employee salary increases. He felt, based on the \$10,000 number, the school board should be able to "squeeze" that amount out

to meet its obligations.

**BOARD OF SUPERVISORS COMMENTS**

Supervisor Lofton stated that he worried if Richmond gets their job done then we will feel the brunt of it.

Supervisor Hess thanked the citizens that spoke during the public hearing for coming out.

**ADJOURN**

**UPON A MOTION BY VICE-CHAIRMAN DEHAVEN, SECONDED BY SUPERVISOR FISHER, THERE BEING NO FURTHER BUSINESS TO COME BEFORE THIS BOARD, THIS MEETING IS HEREBY ADJOURNED. (8:40 P.M.)**

B

## ***FY 2014-2015 BUDGET RESOLUTION***

WHEREAS a notice of public hearing and budget synopsis has been published and a public hearing held on March 26, 2014, in accordance with Title 15.2, Chapter 25, Section 15.2-2506, of the Code of Virginia, 1950 as amended.

THEREFORE BE IT FURTHER RESOLVED by the Board of Supervisors of the County of Frederick, Virginia, that the budget for the 2014-2015 Fiscal Year as advertised in The Winchester Star on March 17, 2014, be hereby approved in the amount of \$351,630,800.

BE IT FURTHER RESOLVED that the County of Frederick budget for the 2014-2015 fiscal year be adopted as follows:

General Operating Fund	142,387,562
Regional Jail Fund	19,387,370
Landfill Fund	7,116,205
Division of Court Services Fund	579,572
Shawneeland Sanitary District Fund	1,099,747
Airport Operating Fund	2,228,994
Community Development Authority Fund	525,256
Lake Holiday Sanitary District Fund	800,570
EMS Revenue Recovery Fund	2,028,000
School Operating Fund	140,504,479
School Debt Service Fund	15,754,651
School Capital Projects Fund	2,166,316

School Nutrition Services Fund	6,200,295
School Textbook Fund	2,573,133
NREP Operating Fund	5,093,650
NREP Textbook Fund	35,000
Consolidated Services/Maintenance Fund	3,100,000
School Trust Funds	50,000

BE IT FURTHER RESOLVED that the Board of Supervisors of the County of Frederick, Virginia, does herein adopt the tax rates for the 2014 assessment year as follows:

Property Taxes – Rates per \$100 of assessed value

58 ½ cents	Applied to real estate, including mobile homes
\$4.86	Applied to personal property
\$2.25	Applied to personal property on one vehicle to volunteer firefighters that are approved and registered with the Frederick County Fire and Rescue Department
1 cent	Applied to airplanes
Zero tax	Applied to antique vehicles
\$2.00	On declining values to be applied to machinery and tools. The declining values are 60% for year one, 50% for year two, 40% for year three, and 30% for year four and all subsequent years.
\$2.00	On apportioned percentage of book values to be applied to Contract Classified Vehicles and equipment

Business and Professional Occupational License Rates

Contractors	16 cents per \$100 of gross receipts
-------------	--------------------------------------



Retail	20 cents per \$100 of gross receipts
Financial, Real Estate, and Professional Services	58 cents per \$100 of gross receipts
Repair, personal and business services and all other businesses and occupations not specifically listed or exempted in the County Code	36 cents per \$100 of gross receipts
Wholesale	5 cents per \$100 of purchases

The tax rates for other businesses and occupations specifically listed in the County Code are also unchanged.

#### Other General Taxes

Meals tax	4% of gross receipts
Transient Occupancy tax	2% of gross receipts
Vehicle License Taxes	\$25 per vehicle and \$10 per motorcycle

#### Sanitary Landfill Fees

\$45	Per ton for commercial/industrial
\$42	Per ton for construction demolition debris
\$12	Per ton for municipal waste
\$32	Per ton for municipal sludge
\$12	Per ton for Miscellaneous Rubble Debris

#### Shawneeland Sanitary District Taxes

\$180	Unimproved Lots
\$530	Improved Lots

#### Lake Holiday Sanitary District Taxes

\$678

Buildable Lots

\$264

Unbuildable Lots

Star Fort Subdivision Taxes/Fees

\$60 Per Lot

Street Light Fees

Oakdale Crossing and Fredericktowne \$60 annually

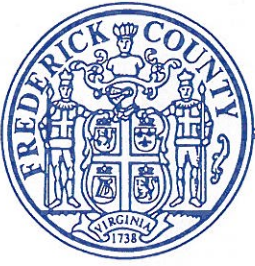
Green Acres \$25 annually

BE IT FURTHER RESOLVED that appropriations are hereby authorized for the central stores fund, special welfare fund, comprehensive services fund, county health insurance fund, school health insurance fund, length of service fund, special grant awards fund, employee benefits fund, maintenance insurance fund, development project fund, sales tax fund, commonwealth sales tax fund, unemployment compensation fund, DARE Program, Forfeited Assets Program, and Four-For-Life and Fire Programs equal to the total cash balance on hand at July 1, 2014, plus the total amount of receipts for the fiscal year 2014-2015. The Fire Company Capital appropriation will include the current year appropriation plus any unused funds at the end of the fiscal year 2014.

BE IT FURTHER RESOLVED that funding for all outstanding encumbrances at June 30, 2014, are re-appropriated to the 2014-2015 fiscal year to the same department and account for which they are encumbered in the 2013-2014 fiscal year.

BE IT FURTHER RESOLVED that the construction fund projects will be appropriated as a carryforward in the amount that equals the approved original project cost, less expenditures and encumbrances through June 30, 2014.

C



COUNTY of FREDERICK

John R. Riley, Jr.  
County Administrator

540/665-5666

Fax 540/667-0370

E-mail:

jriley@co.frederick.va.us

**MEMORANDUM**

**TO:** Board of Supervisors  
**FROM:** John R. Riley, Jr., County Administrator  
**DATE:** April 3, 2014  
**RE:** Committee Appointments

Listed below are the vacancies/appointments due through May, 2014. As a reminder, in order for everyone to have ample time to review applications, and so they can be included in the agenda, please remember to submit applications prior to Friday agenda preparation. Your assistance is greatly appreciated.

**VACANCIES/OTHER**

Sanitation Authority

Richard A. Ruckman – County Representative  
481 Stoneymeade Drive  
Winchester, VA 22602  
Home: (540)667-2697  
Term Expires: 04/15/16  
Four year appointment

*(Staff has been advised that Mr. Ruckman has resigned. The Sanitation Authority is composed of five members as stated in their Articles of Incorporation.)*

Community Policy and Management Team (CPMT)

Greta Cherry - Parent Representative  
112 Corral Drive  
Stephens City, VA 22655  
Term Expires: 06/30/14  
Two year term

**(See Attached Application of Ms. Holly Buck.)**

**FEBRUARY 2014**

Historic Resources Advisory Board

Claus Bader – Red Bud District Representative  
102 Whipp Drive  
Winchester, VA 22602  
Home: (540)722-6578  
Term Expires: 02/22/14  
Four year term

**APRIL 2014**

Parks and Recreation Commission

Martin J. Cybulski – Red Bud District Representative  
134 Likens Way  
Winchester, VA 22602  
Home: (540)667-6035  
Term Expires: 04/28/14  
Four year term

Sanitation Authority

Robert P. Mowery – County Representative  
1160 Salem Church Road  
Stephens City, VA 22655  
Home: (540)869-5752  
Term Expires: 04/15/14  
Four year term

*(The Sanitation Authority is composed of five members as stated in their Articles of Incorporation.)*

**MAY 2014**

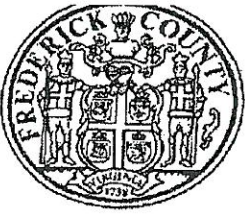
Historic Resources Advisory Board

Clint Jones – Shawnee District Representative  
3108 Middle Road  
Winchester, VA 22602  
Home: (540)667-6350  
Term Expires: 05/22/14  
Four year term

**Memorandum – Board of Supervisors**  
**April 3, 2014**  
**Page 3**

Attachment

U:\TJP\committeeappointments\MmosLetrs\BoardCommitteeAppts(040914BdMtg).docx



## Frederick County, Virginia

Comprehensive Services Act  
107 North Kent Street, 3<sup>rd</sup> Floor  
Winchester, VA 22601  
Office: (540) 665-5688  
FAX: (540) 535-2146



April 3, 2014

Mr. John R. Riley, Jr.,  
Frederick County Administrator  
107 N. Kent Street  
Winchester, Virginia 22601

Mr. Riley,

As Chairwoman of the Frederick County Community Planning and Management Team (CPMT) I am pleased to inform you that at our meeting of March 31, 2014 the CPMT nominated Ms. Holly L. Buck, by unanimous vote, to fill the vacancy of parent representative.

The parent representative is a mandated position on the CPMT. The State Code provides for both the private provider representative and the parent representative to be appointed by the Board of Supervisors. Appointments occur during the May Board of Supervisor's Meeting and are for a two year term with members being eligible for reappointment. Interim appointments will finish out the prior term and renew on the current schedule. Traditionally, the Board of Supervisors has considered input on new appointments to the CPMT from the seated members.

Ms. Buck has been and remains active on various committees in the community. She currently serves as a PTO Officer, parent representative on the Special Advisory Committee for a local elementary school, volunteers for several organizations, and is an approved substitute teacher with Frederick County Public Schools. Her experience makes her a strong candidate for the position of Parent Representative on the Frederick County CPMT. The nomination information that was submitted for her is enclosed for your review and information.

Sincerely,

A handwritten signature in black ink, which appears to read "Tamara Green".

Tamara Green  
Acting CPMT Chairwoman  
Department of Social Services  
Director



JJ

**INFORMATIONAL DATA SHEET  
FOR  
FREDERICK COUNTY BOARD OF SUPERVISORS  
COMMITTEE APPOINTMENTS**

\_\_\_\_\_, District Supervisor, would like to nominate you to serve on the Community Policy and Management Team. As a brief personal introduction to the other Board members, please fill out the information requested below for their review prior to filling the appointment. (Please Print Clearly. Thank You.)

Name: Holly L. Buck Home Phone: 540-723-8893  
Address: 1179 Merrimans Ln. Office Phone: 540-533-0311  
Winchester, VA 22602 Fax: n/a  
Employer: n/a Email: jbuck73@gmail.com  
Occupation: Homemaker

Civic/Community Activities: Orchard View Elementary School P.T.O.,  
Special Education Advisory Committee, BRISA volunteer

Will You Be Able To Attend This Committee's Regularly Scheduled Meeting On:

Monthly - 4th Monday Yes: ☒ No: ☐

Do You Foresee Any Possible Conflicts Of Interest Which Might Arise By Your Serving On This Committee? Yes: ☐ No: ☒ Explain:

Additional Information Or Comments You Would Like To Provide (If you need more space, please use the reverse side or include additional sheets):

I was asked by Lynette Johnson, Director of Special Services  
for F.C.P.S., to apply for this position.

Applicant's Signature: Holly L. Buck Date: 3/24/14

Nominating Supervisor's Comments: \_\_\_\_\_

(06/09/06)

RECEIVED FCDSS

MAR 25 2014

MAIL



# Holly L. Buck

1179 Merrimans Lane Winchester, VA 22602 | 540-723-8893 | jlbuck73@gmail.com

## Objective

- To obtain a position that serves as an advocate for disadvantaged children.

## Education

ACADEMIC STUDIES | JUNE 1993 | JOHN HANDLEY HIGH SCHOOL WINCHESTER, VA

BACHELOR OF SCIENCE | MAY 1997 | JAMES MADISON UNIVERSITY HARRISONBURG, VA

- Major: Art
- Minor: Art History
- Minor: Interior Design

## Skills & Abilities

### MANAGEMENT

- While working at American Woodmark Corporation I held positions that included the management of time sensitive priorities while prioritizing workloads. Positive customer relationships were to remain imperative while representing the cabinetry in layouts and printed materials.
- In addition to my design experience, being a mother of three children and an active member in the community, I feel the balance I maintain between these areas demonstrates my ability to balance my work/life relationships.

### COMMUNICATION

- I am confident I would be able to represent the Community Policy and Management Team positively in a small or large audience.

### LEADERSHIP

- Currently an officer on the Orchard View Elementary P.T.O., a parent representative for the Special Education Advisory Committee representing Orchard View Elementary School, a parent volunteer for Blue Ridge Youth Soccer Association, a weekly volunteer at Orchard View Elementary school in first and third grades, a teacher's aide at Braddock Street Weekday Preschool and an approved substitute teacher for Frederick County Public Schools.

## Experience

CUSTOMER SERVICE REPRESENTATIVE | AMERICAN WOODMARK CORPORATION | JULY 1998-JUNE 2000

- Entry-level position

KITCHEN & BATH DESIGNER | AMERICAN WOODMARK CORPORATION | JULY 2000-OCTOBER 2003

- Designed kitchens and baths for home centers, show homes and printed photography advertisements.

CATALOG DEVELOPMENT ANALYST | AMERICAN WOODMARK CORPORATION | NOVEMBER 2003-JANUARY 2005

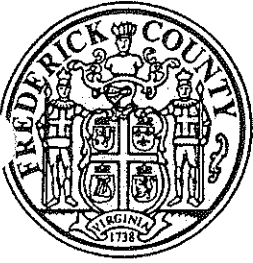
- Developed and updated product catalogs while merging the information with our electronic design program.

RECEIVED FCSS  
MAR 25 2014  
MAIL



D





COUNTY of FREDERICK

John R. Riley, Jr.  
County Administrator

540/665-5666


Fax 540/667-0370

E-mail:

jriley@co.frederick.va.us

**MEMORANDUM**

**TO:** Board of Supervisors

**FROM:** John R. Riley, Jr., County Administrator 

**DATE:** March 31, 2014

**RE:** Closing of County Offices for Annual Apple Blossom Festival

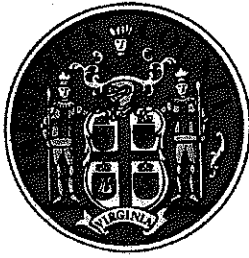
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As in the past, the Board of Supervisors will need to take action on the closing of county offices on Friday, May 2, 2014, for the 87<sup>th</sup> Shenandoah Apple Blossom Festival. This is a regularly scheduled holiday for county employees; however, the court offices need official action by the Board in order to close their offices for this day. Action at the April 9, 2014 meeting will give the courts time to arrange their schedules accordingly.

Thank you.

JRR/tjp

E



COUNTY OF FREDERICK

**Roderick B. Williams**  
County Attorney

540/722-8383

Fax 540/667-0370

E-mail:

rwillia@co.frederick.va.us

**MEMORANDUM**

TO: Ellen E. Murphy, Commissioner of the Revenue  
Frederick County Board of Supervisors

CC: John R. Riley, Jr., County Administrator

FROM: Roderick B. Williams, County Attorney

DATE: March 31, 2014


RE: Refund – Kraft Foods Group, Inc., Taxpayer Identification Number XX-XXX3135

Kraft Foods Group, Inc. ("Kraft") filed an appeal in the nature of amended machinery and tools tax returns for tax years 2008, 2009, 2010, and 2011, wherein Kraft was seeking certain tax refunds from the County.<sup>1</sup> Machinery and tools, for taxation purposes, are self-reported by each taxpayer and, in this particular case, Kraft concluded that it had not correctly reported its machinery and tools. Thus, Kraft filed its amended returns in December 2011, which was within the applicable limitations period for the tax years at issue. Thereafter, Kraft and the Commissioner of the Revenue had extended correspondence on the matter, including appeals to the Virginia Department of Taxation pursuant to Va. Code § 58.1-3983.1.

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<sup>1</sup> Kraft Foods Group, Inc. was previously known as Kraft Foods Global, Inc. and operated under Taxpayer Identification Number XX-XXX3135. *Kraft Foods Group, Inc. SEC Form 10-K for year 2013*. Until October 1, 2012, Kraft Foods Group, Inc. was a wholly-owned subsidiary of Mondelez International, Inc., which itself was previously known as Kraft Foods, Inc. *Id.* On October 1, 2012, Mondelez International, Inc. spun off Kraft Foods Group, Inc. and, since that time, Kraft Foods Group, Inc. has operated as an independent, publicly traded company. *Id.* Kraft Foods Group, Inc. has filed its Frederick County business tax returns under its Taxpayer Identification Number, but in the past had listed "Kraft Foods, Inc." as its name. With Kraft Foods, Inc. no longer using that name and no longer having any corporate affiliation with Kraft Foods Group, Inc., the Office of the Commissioner of the Revenue has indicated that, going forward, it will require Kraft Foods Group, Inc. to use the Kraft Foods Group, Inc. name on its filings.

The Commissioner now confirms that all issues are resolved as to the tax returns in question, with a refund in the amount of \$358,860.78 due to Kraft. The Commissioner, in consultation with the County Attorney, has concluded that this outcome represents a fair interpretation of the facts and law applicable to this matter. Kraft has confirmed to the Commissioner that it will not seek a further appeal as to its machinery and tools tax returns for 2008 through 2013. Pursuant to the provisions of Va. Code § 58.1-3981(A), I hereby note my consent to the proposed action. Further pursuant to § 58.1-3981(A), the Board of Supervisors will need to act on the request. The Board will also need to approve a supplemental appropriation for the refund amount.

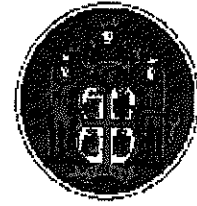


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Roderick B. Williams  
County Attorney



*Frederick County, Virginia*  
**Ellen E. Murphy**  
**Commissioner of the Revenue**  
107 North Kent Street  
Winchester, VA 22601  
Phone 540-665-5681 Fax 540-667-6487  
email: [emurphy@co.frederick.va.us](mailto:emurphy@co.frederick.va.us)



February 18, 2014

TO: Rod Williams, County Attorney  
Cheryl Shiffler, Finance Director  
Frederick County Board of Supervisors  
Jay Tibbs, Secretary to the Board

FROM: Ellen E. Murphy, Commissioner of the Revenue

RE: Exoneration Kraft Foods Inc.

Please approve a refund of \$ 358,860.78 for personal property taxes for Kraft Foods, Inc. for 2008, 2009, 2010 and 2011 based on their appeal of misfiled taxable machinery and tools. This industrial property has been under appeal to Frederick County and the Virginia Department of Taxation for three years. There were additional items taxed as a result of this audit to the extent of about 34%. The request is for the total refund amount since all other taxes have been paid by Kraft.

Please also approve a supplemental appropriation for the Finance Director on this request. Itemized by year the refund is: 2008=\$84,410.10; 2009=\$83,921.54; 2010=\$81,398.74; and 2011=\$109,130.40.

Documentation for this refund has been reviewed by the Commissioner's staff and meets all requirements. It is retained in the Commissioner of the Revenue office.

Exoneration is \$358,860.78.

Print Key Output  
5770SS1 V7R1M0 100423 FRCK40 Page 1  
02/20/14 07:58:00

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User . . . . . : EEM

Date: 2/20/14 Payment History Inquiry Time: 07:41:47

<===== SEARCH BY NAME =====>

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Dept Ticket No. FRQ Name Description Balance  
PP2008 00282950001 001 KRAFT FOODS INC 0000M & T 42205.05-  
PP2008 00282950002 002 KRAFT FOODS INC 0000M & T 42205.05-  
PP2009 00283590001 001 KRAFT FOODS INC 0000M & T 41960.77-  
PP2009 00283590002 002 KRAFT FOODS INC 0000M & T 41960.77-  
PP2010 00283160001 001 KRAFT FOODS INC 0000INDUSTRY 40699.37-  
PP2010 00283160002 002 KRAFT FOODS INC 0000INDUSTRY 40699.37-  
PP2011 00289020001 001 KRAFT FOODS INC 0000INDUSTRY 54565.20-  
PP2011 00289020002 002 KRAFT FOODS INC 0000INDUSTRY 54565.20-  
PP2012 00289580002 002 KRAFT FOODS INC 0000INDUSTRY  
PP2012 00289580001 001 KRAFT FOODS INC 0000INDUSTRY

More...

Position To: Search Total: \$358860.78-  
F3=Exit F18=Desc. F19=Map# F20=Soc# F12=Cancel  
F16=Trd Name F21=Command Line



F



*Tamara Green*  
Director

**Frederick County  
Department of Social Services**

107 N. Kent Street, Third Floor  
Winchester, VA 22601  
(540) 665-5688

(540) 535-2146 (**Services/Finance Fax**)      (540) 665-5664 (**Eligibility Fax**)

---

**MEMORANDUM**

**TO:** John R. Riley, Jr., County Administrator

**FROM:** Tamara Green, Director, FCDSS

**SUBJECT:** Work Session Request

**DATE:** April 1, 2014

The Frederick County Administrative Board would like to request a special work session with the Board of Supervisors to discuss the current state of affairs with the Department of Social Services between the hours of 12:00 - 1:00 on one of the following dates:

- Wednesday, April 23, 2014
- Monday, April 28, 2014
- Tuesday, April 29, 2014

Please let me know if these dates will work for you and the Board. I look forward to hearing from you.

Sincerely,

Tami Green



G





COUNTY of FREDERICK


Department of Planning and Development

540/665-5651

FAX: 540/665-6395

**MEMORANDUM**

**TO:** Board of Supervisors

**FROM:** John A. Bishop, AICP, Deputy Director - Transportation 

**RE:** Transportation Committee Report for Meeting of March 24, 2014

**DATE:** April 2, 2014

---

The Transportation Committee met on March 24, 2014 at 8:30 a.m.

Members Present

Chuck DeHaven (voting)  
James Racey (voting)  
Gene Fisher (voting)  
Christopher Collins (voting)  
Lewis Boyer (liaison Stephens City)  
Gary Oates (liaison PC)

Members Absent

Mark Davis (liaison Middletown)

**\*\*\*Items Requiring Action\*\*\***

None

**\*\*\*Items Not Requiring Action\*\*\***

**1. Route 277 Improvement Project Update**

VDOT staff updated the committee that the scope of the Route 277 project is being reduced. Previously the project was to extend to Warrior Drive. Due to high right of way costs the project will now only extend to Double Church Road. The realignment of Aylor Road is still part of the project.

**2. WinFred MPO Unified Planning Work Program (UPWP)**

The committee reviewed the draft UPWP (attached) which was introduced by Ms. Martha Shickle. No questions were forthcoming and the Chairman requested that Committee members direct questions or guidance to staff.

**3. Private Streets in the R5 Zoning District**

Mr. Thomas Lawson presented an updated draft ordinance to the Committee in an attempt to address earlier concerns. It was noted that DRRC is also taking the matter into consideration. The committee noted remaining concerns over which VDOT standards are being referenced. It was noted that "VDOT Standards" span several manuals and are regularly updated. The committee also noted a lack of confidence over the long term guarantee that the County would not be asked to help stabilize a failing homeowners association. The committee has asked that the item return to the agenda along with a report of what took place at the DRRC meeting.

**4. Other**

JB/pd

# **UNIFIED PLANNING WORK PROGRAM (UPWP)**

FOR THE

**WINCHESTER – FREDERICK COUNTY (WinFred)  
METROPOLITAN PLANNING ORGANIZATION (MPO)**



FY 2015

(July 1, 2014 - June 30, 2015)

**Adopted for Public Comment:**

**Final Adoption:**

**Winchester/Frederick County, Virginia**

**Metropolitan Planning Organization**

C/o Northern Shenandoah Valley Regional Commission

400 Kendrick Lane, Suite E

Front Royal, VA 22630

540-636-8800

[www.winfredmpo.org](http://www.winfredmpo.org)

**Preparation Statement**

Prepared on behalf of the WinFred Metropolitan Planning Organization by the Northern Shenandoah Valley Regional Commission staff through a cooperative process involving the City of Winchester, County of Frederick, Town of Stephens City, Virginia Department of Transportation, Virginia Department of Rail and Public Transportation, Federal Highway Administration, and the Federal Transit Administration.

The preparation of this program was financially aided through grants from the Federal Highway Administration, Federal Transit Administration, Virginia Department of Transportation and the Virginia Department of Rail and Public Transportation.

## **MPO Policy Board**

### **Officers:**

Chair—Richard Shickle, Frederick County  
Vice Chair—John Willingham, City of Winchester  
Secretary/Treasurer—Martha Shickle, Executive Director NSVRC

### **Voting Members:**

Richard Shickle, Frederick County  
Charles DeHaven, Jr., Frederick County  
John R. Riley, Jr., Frederick County  
Michael Kehoe, Town of Stephens City  
Dale Iman, City of Winchester  
John Hill, City of Winchester  
John Willingham, City of Winchester  
Randy Kiser, Virginia Department of Transportation

### **Alternate Voting Members:**

Tim Youmans and Perry Eisenach, City of Winchester  
Kris Tierney, Frederick County  
Tim Stowe, Town of Stephens City  
Terry Short, Virginia Department of Transportation

### **Non-Voting Members:**

Mack Frost, Federal Highway Administration  
Tony Cho, Federal Transit Administration  
Lisa DuMetz-Rosier, Virginia Dept. of Rail & Public Transportation  
Rusty Harrington, Dept. of Aviation

### **MPO Technical Advisory Committee (TAC)**

Chair—Tim Youmans, City of Winchester  
Vice Chair—Eric Lawrence, Frederick County

#### **Members:**

Patrick Barker, Frederick County  
John Bishop, Frederick County  
Eric Lawrence, Frederick County  
Kris Tierney, Frederick County  
Tim Stowe, Town of Stephens City  
Jim Deskins, City of Winchester  
Tom Hoy, City of Winchester  
Tim Youmans, City of Winchester  
Perry Eisenach, City of Winchester  
Terry Short, Virginia Department of Transportation  
Lisa DuMetz-Rosier, Virginia Dept. of Rail & Public Transportation  
Serena ‘Renny’ Manuel, Winchester Airport  
Renee Wells, Winchester Transit

### **MPO Citizens Advisory Committee (CAC)**

Chair—R. William Bayliss, III  
Vice Chair—Walt Cunningham

#### **Members:**

Joshua Hummer & Walt Cunningham, Frederick County  
Kelly Henshaw, Town of Stephens City  
R. William Bayliss, III, Dr. John Crandell, City of Winchester

### **Administrative & Staff Support**

*Provided by Northern Shenandoah Valley Regional Commission*



**Resolution**  
**By The**  
**WinFred Metropolitan Planning Organization**  
**Approving the FY 2015 Unified Planning Work Program (UPWP)**

**WHEREAS**, the FY 2015 Unified Planning Work Program will serve as the basis for all U.S. Department of Transportation (DOT) funding participation and will be included in all requests for DOT planning funds, and

**WHEREAS**, this UPWP details all transportation and transportation-related planning activities anticipated within the area during the coming fiscal year, and

**WHEREAS**, this UPWP has been reviewed and recommended for approval by the Technical Advisory Committee and the Citizens Advisory Committee;

**NOW THEREFORE BE IT RESOLVED**, that the WinFred Metropolitan Planning Organization does hereby approve and adopt the FY 2014 Unified Planning Work Program on **DATE**.

Signed: \_\_\_\_\_  
Richard C. Shickle  
Chairman

Signed: \_\_\_\_\_  
Martha F. Shickle  
Secretary-Treasurer

# TABLE OF CONTENTS

## FY 2015 UNIFIED PLANNING WORK PROGRAM WORK TASKS AND BUDGET/FUNDING INFORMATION

	Page No.
Preparation Statement .....	ii
Officers .....	iii
Resolution .....	iv
Table of Contents .....	v
List of Figures .....	vi
INTRODUCTION .....	7
WORK TASK 1: Program Management & Administration .....	10
WORK TASK 2: Transportation Improvement Program (TIP) .....	11
WORK TASK 3: Federal or State Requested Planning Work Program Items .....	11
WORK TASK 4: Public Mobility & City of Winchester Transit Planning .....	12
WORK TASK 5: Local Technical Assistance .....	13
WORK TASK 6: Bicycle & Pedestrian Plan Development .....	13
WORK TASK 7: System Planning .....	14
WORK TASK 8: Long Range Planning, Modeling, GIS & Data .....	16
Proposed Revenues & Expenditures by Funding Source .....	17

## LIST OF FIGURES

	Page No.
Figure 1: Map of Winchester Frederick County Urbanized Area and MPO Study Area	8
Figure 2: Proposed Revenues and Expenditures by Funding Source.....	17

## INTRODUCTION

The Unified Planning Work Program (UPWP) for transportation planning identifies all activities to be undertaken in the WinFred Metropolitan Planning Organization study area for Fiscal Year 2015 (July 1, 2014 - June 30, 2015). The UPWP provides a mechanism for the coordination of transportation planning activities in the region, and is required as a basis for and condition of all federal funding assistance for transportation planning by the joint metropolitan planning regulations of the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA).

The work tasks within this UPWP are reflective of issues and concerns originating from transportation agencies at the federal, state and local levels. The descriptions of the tasks to be accomplished and the budgets for these tasks are based on a best estimate of what can be accomplished within the confines of available federal, state and local resources.

The following are the regulations that inform the MPO Planning Process:

The Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA) created a number of planning requirements. In October 1993, the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA) issued final regulations regarding metropolitan planning.

The Transportation Equity Act of the 21<sup>st</sup> Century (TEA-21), which became law in June 1998, reaffirmed the structure of the metropolitan planning process. Most of the modifications to the process were aimed at streamlining and strengthening the provisions included in ISTEA.

On August 10, 2005, the federal legislation known as the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) was signed into law.

On July 6, 2012, MAP-21, the Moving Ahead for Progress in the 21<sup>st</sup> Century Act was signed into law. MAP-21 creates a streamlined and performance-based surface transportation program and builds on many of the highway, transit, bike, and pedestrian programs and policies established in 1991.

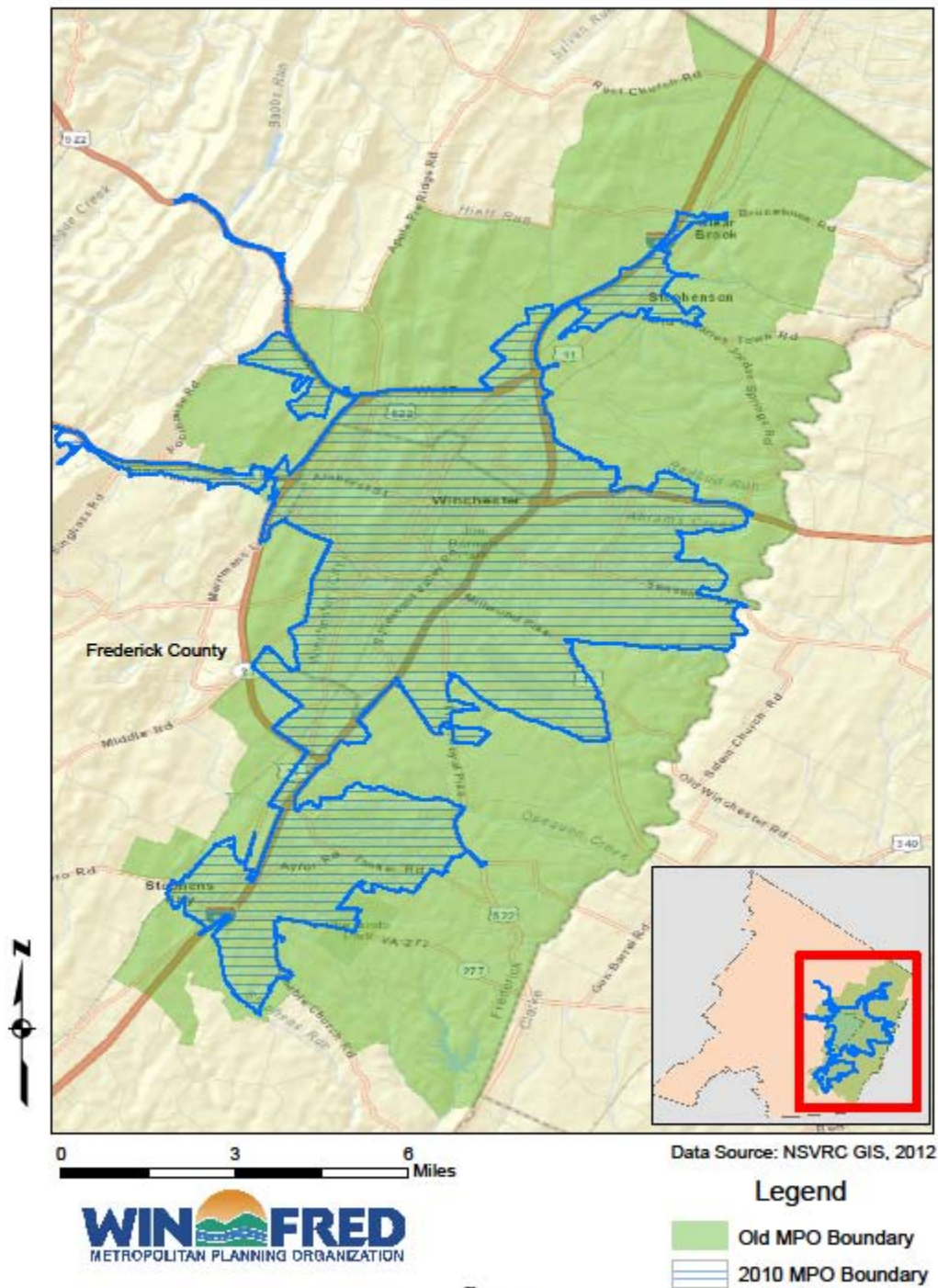
### Metropolitan Planning Area

The WinFred MPO study area consists of the City of Winchester, the Town of Stephens City, the Urbanized Area of Frederick County, and the area of Frederick County projected to be urbanized by the year 2020. See Figure 1 for an illustration of the region.

Reported by FHWA for 2010, the WinFred MPO Urbanized Area population was 78,440 and it encompasses a land area of approximately 103 sq. miles.

Figure 1

## WinFred MPO Boundary, 2012



## **Responsibilities for Transportation Planning**

The WinFred Metropolitan Planning Organization is the organization responsible for conducting the continuing, comprehensive, and coordinated (3-C) planning process for the Winchester-Frederick County Urbanized Area in accordance with requirements of Section 134 (Title 23 U.S.C.) of the Federal Highway Act of 1962, and Section 5303 of the Federal Transit Act. The WinFred MPO is the official Metropolitan Planning Organization for the urbanized area, designated by the Governor of Virginia, under Section 134 of the Federal Aid Highway Act, and the joint metropolitan planning regulations of FHWA and FTA.

The policy making body of the WinFred MPO is the Policy Board that consists of 8 voting members. These include 3 representatives from the City of Winchester, 3 representatives from Frederick County, 1 representative from the Town of Stephens City, and 1 representative from VDOT. Other agencies with non-voting membership on the WinFred MPO Policy Board include the Virginia Department of Rail and Public Transportation, Virginia Department of Aviation, Federal Highway Administration and Federal Transit Administration.

The Northern Shenandoah Valley Regional Commission (NSVRC) provides staff support to the WinFred MPO. NSVRC staff members, in cooperation with the MPOs member agencies, collect, analyze and evaluate demographic, land use, and transportation data to gain a better understanding of the transportation system requirements of the area. Special studies, research, and other work tasks requested by the MPO are the responsibility of the NSVRC to plan and coordinate. Consultant assistance may be sought when required to complete work tasks. NSVRC also prepares materials for use at the Policy Board, Technical Advisory and Citizens Advisory Committee meetings as well as any sub-committee meetings that are scheduled.

NSVRC staff will participate in all WinFred MPO meetings and provide required staff support and administration of the transportation planning program. In addition, staff members will represent the MPO at any meetings with federal, state, and local organizations as necessary.

## **Total Proposed Funding by Federal Source for FY 2015**

The primary funding source for transportation planning activities included in this work program are the FHWA Section 112 (PL) and FTA Section 5303. The proposed funding amounts (including state and local matching funds) for completion of tasks described in this UPWP are shown in Figure 2.



## **WORK TASK 1: Program Management & Administration**

Objective and Description: This task includes ongoing activities that ensure proper management and operation of a continuing, comprehensive, and coordinated (3-C) planning process as described in the Memorandum of Understanding. Products originated from MPO (NSVRC) staff.

### Products:

The primary products of this task are as follows and include those tasks necessary to the timely and accountable administration of the MPO Planning Process:

- Implementation of the FY15 UPWP throughout the fiscal year and provision of all required administrative functions including accounting, financial reporting, personnel administration, office management, website management, contract administration, map production, and necessary highway and transit purchases (e.g., office equipment, software, etc.);
- Maintenance of Title VI, ADA and environmental justice compliance, and in all work plans and activities for both highway and transit modes including consultation with appropriate groups, committees and community representatives;
- Support of the activities of the WinFred MPO through the preparation of reports, presentations, agendas, minutes and mailings for all Policy Board, TAC, CAC and other meetings, as well as attendance at those meetings;
- 
- Continue a proactive public participation process that provides complete information, timely public notice, full public access to key decisions, and supports early and continuing involvement of the public in developing plans, TIPs and other documents.

**Budget: \$66,953**

## **WORK TASK 2: Transportation Improvement Program (TIP)**

Objective and Description: As required by federal planning regulations, the Transportation Improvement Program (TIP) for the WinFred MPO is a four-year program of highway, transit, bicycle, pedestrian, safety, and transportation enhancement projects receiving federal funds. State and locally funded projects are also included in the TIP for coordination purposes.

The TIP is updated every four years must be approved by the MPO Policy Board and the Governor of Virginia. The TIP is required as a condition for all federal funding assistance for transportation improvements within the WinFred MPO study area.

The general public and all other interested parties will be given an opportunity to review and comment on the proposed TIP as described under the WinFred MPOs adopted Public Participation Plan. To facilitate public review, MPO staff will provide visualization of TIP projects, post the TIP on the MPO website, and make the TIP accessible at public libraries, government offices, and upon request.

This task provides for the maintenance of a regional Transportation Improvement Program and will require active support of the WinFred MPO Policy Board and Committees and coordination with member agencies. Products originated from MPO (NSVRC) Staff.

Products: Processing of requested amendments and administrative modifications to the adopted TIP; mapping of TIP projects and Annual Listing of Projects for the next fiscal year.

Estimated Budget: \$7,500

## **WORK TASK 3: Federal or State Requested Planning Work Program Items**

Objective and Description: The MPO staff will work with federal and state agencies in support of projects and programs designed to coordinate transportation planning activities within the region.

Products: Staff will prepare studies and reports as necessary for the completion of this work program item and as directed by the appropriate federal and/or state agencies. Staff will represent the WinFred MPO on the Virginia Association of Metropolitan Planning Organizations (VAMPO) by participating in all meetings, events and training programs of the association and provide information as appropriate to the MPO agencies and partners. Products originated from MPO (NSVRC) Staff.

Estimated Budget: \$7,500



## **WORK TASK 4: Public Mobility and City of Winchester Transit System Planning**

Objective and Description: This work task includes required transportation planning assistance for Human Services system providers and travel demand management and seeks to advance the MPO priorities for promoting multi-modal transportation opportunities where appropriate in the planning area. Products originated from MPO (NSVRC) Staff.

### Products:

- Incorporate public mobility and travel demand management planning efforts into ongoing updates to the Long Range Transportation Plan.
- Participate in the regional Coordinated Human Services Public Mobility Planning process.
- Promotion of the FTA 5310 funds (Transportation for Elderly Persons with Disabilities) to the local human service agencies within the MPO.
- Annual presentations to the MPO from local human service agencies within the MPO.

**Estimated Budget: \$5,000**

Objective and Description: The Winchester Transit System (WinTran) conducts transit planning and administration efforts necessary to comply with FTA requirements in order to receive Section 5307 capital and operating grants. WinTran will coordinate with the MPO on transit planning activities. Funds will be used to deliver specific, tangible transit planning products. Products originated from requests by the WinTran program.

### Products:

- **Development of a Winchester Transit System Marketing Plan.** This plan will provide a strategic marketing plan for the Winchester Transit System to promote participation of choice riders and integration of multi-modal transportation activities with the WinTran program. The plan may also include identification of key community stakeholders who represent populations who currently access or are targeted to access WinTran services.
- **Winchester Transit System Performance Review and Recommendations.** This study is intended to review current City of Winchester WinTran transit service, identify ways to improve that service within the range of current resources, and recommend changes to the WinTran system based on an evaluation of the needs of the users. This analysis is not intended to update the TDP although recommended changes, if adopted, will be reflected in future TDP revisions.

**Estimated Budget: \$65,000**

## **WORK TASK 5: Local Technical Assistance**

Objective and Description: This is an annual UPWP task. This task is designed to provide flexible planning support and services to the WinFred MPO localities. Products will originate from a requesting locality.

Products:

Activities may include, but are not limited to:

- Development and submission of transportation-related grants for WinFred MPO localities for both highway and transit projects; and
- Management of the on-call consultant list for the MPO and its member localities with contract administration and project management services.

**Estimated Budget: \$15,000**

## **WORK TASK 6: Bicycle and Pedestrian Plan Development**

Objective and Description: An update to the MPO's bicycle and pedestrian plan was completed in FY 14. This update prioritized facility improvement needs identified in the 2007 plan using objective criteria. This task will allow the MPO to advance the plan recommendations. Products originated from MPO (NSVRC) Staff in anticipation of completion and adoption of the 2014 Bicycle and Pedestrian Study and Recommendations.

Products: Specific tasks and deliverables associated with this work item may include

1. Plan Development, Implementation and Funding
  - 1.1. Track MPO Bicycle and Pedestrian Mobility Plan implementation.
  - 1.2. Participate in the development of the Shenandoah Valley Bicycle Plan on behalf of the MPO.
  - 1.3. Incorporate the Bicycle and Pedestrian Plan Update and subsequent planning efforts into ongoing updates of the LRTP.
  - 1.4. Conduct feasibility studies to advance priority projects identified in the Bicycle and Pedestrian Plan Update.
  - 1.5. Assist localities in the preparation of Transportation Alternatives Program funding applications.
  - 1.6. Maintain and update the bicycle and pedestrian facility GIS database.
2. Education and Encouragement
  - 2.1. Print the bicycle and pedestrian user map, produced in FY 14 as part of the bicycle and pedestrian plan update, for public distribution.
  - 2.2. Develop, maintain and update the MPO bicycle and pedestrian information web page including education/safety, encouragement, route planning, and event information.
  - 2.3. Coordinate and market events to encourage bicycling and walking which may include Walk to School Day and Bike to Work Day events, and a "bicycle rodeo" for elementary school-aged children.
  - 2.4. Promote bicycle tourism to, through and within the MPO area through existing tourism marketing channels including the Winchester-Frederick County Convention & Visitors Bureau, Virginia Tourism Corporation and the "Bike the Valley" website.
3. Safe Routes to School (SRTS) Planning
  - 3.1. Promote the initiation of SRTS programs at area schools. Identify and convene interested stakeholders to identify opportunities and barriers.
  - 3.2. Assist elementary and middle schools in the preparation of School Travel Plans and grant applications.

**Estimated Budget: \$20,000**

**Insert Bike Plan Image**

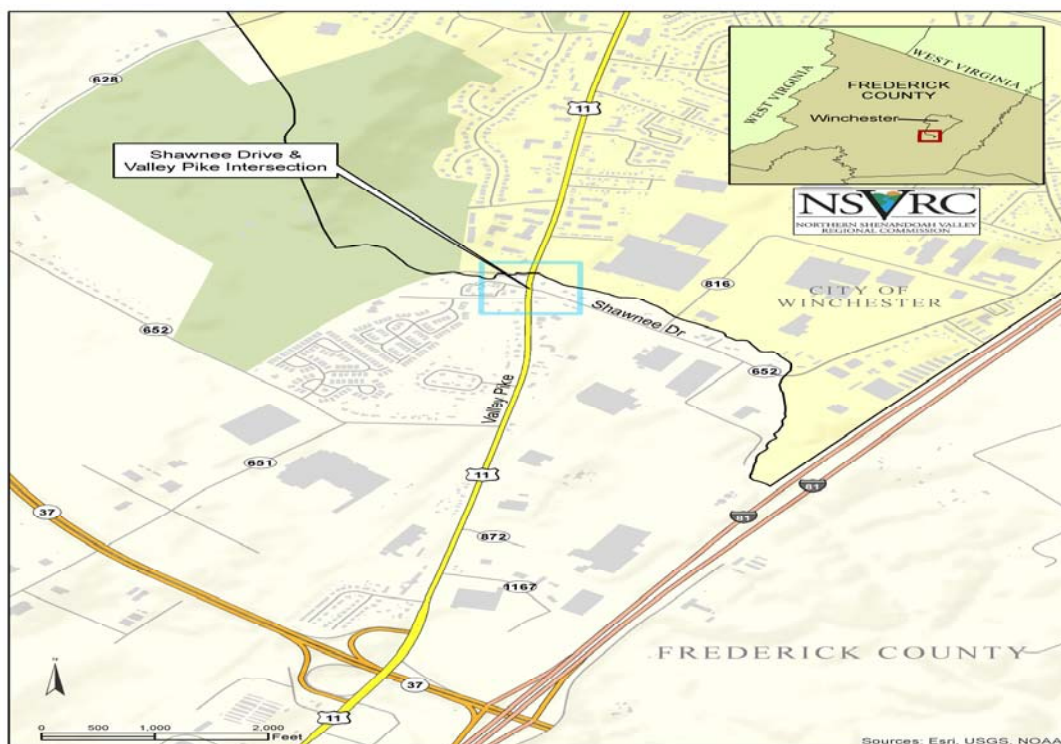
## **WORK TASK 7A: System Planning**

**Objective & Description:** Projects included in this work task bridge the gap between project readiness required for construction/ implementation and the conceptualized phase of a project prioritized in the CLRP. Activities will include site specific evaluation and validation of appropriate alternatives and will further refine understanding of the necessary project scope to accomplish a goal in the LRTP.

## **1. South Winchester Area Transportation Plan – Carryover from FY14**

**Objective and Description:** This study will focus on the immediate impacts of the realignment of Shawnee Drive at the intersection with Valley Avenue to connect with Opequon Church Lane and the long term impacts of the widening of Monticello Avenue. The Study may be scoped in segments or as a whole. Staff would anticipate use of a consultant in partnership with local staff, VDOT, DRPT and FHWA officials.

The operation of the Shawnee Drive/Valley Pike intersection fails during peak, and is expected to worsen as population growth places greater demands on the road system. Consultants will conduct a traffic study of the intersection projected to a 20-yr horizon, and recommend alternatives to bring intersection to acceptable LOS for the horizon year, considering capacity expansion, land use planning, access management and network development. The activity was initiated at the request of the City of Winchester.



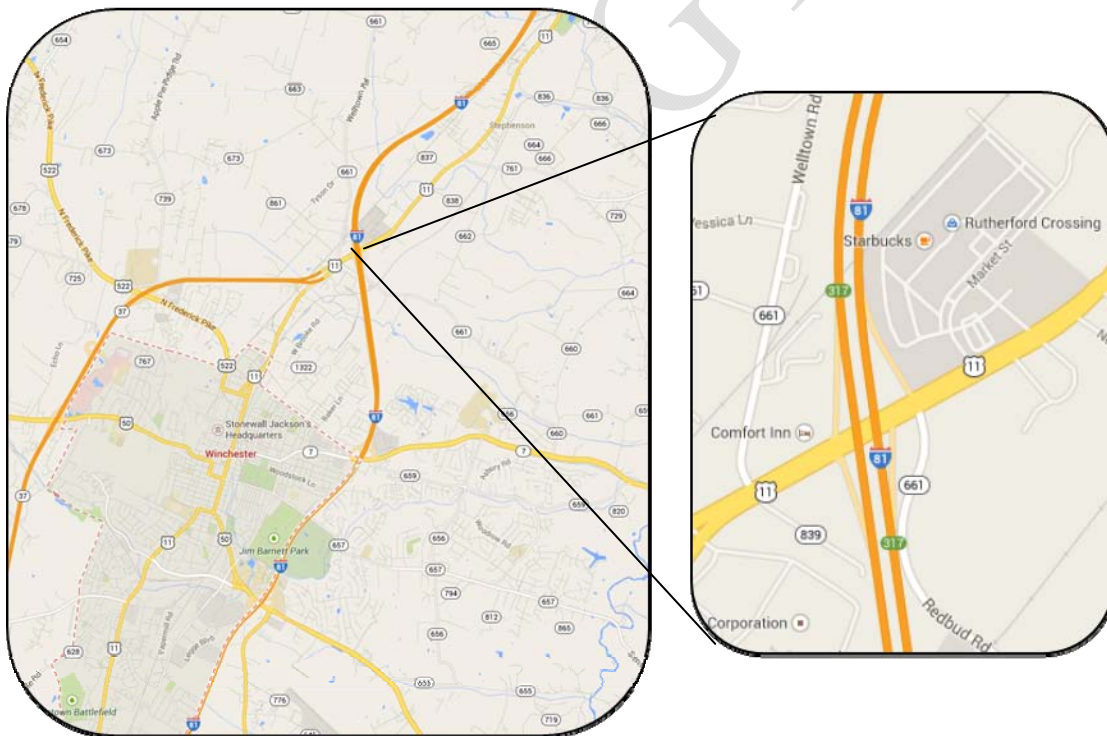
Products: Report describing alternatives for bringing the intersection to an acceptable level of service in the horizon year. Thirty percent design plans.

Estimated Budget: \$82,500

## 2. Area Plan for Exit 317 at I-81

Objective and Description: The purpose of this consultant-led study is to identify and evaluate feasible interchange modifications to accommodate existing and projected future traffic volumes and growth at and within the vicinity of Exit 317 along Interstate 81. It is anticipated that the proposed improvements may include, but are not limited to the construction of new roadways/ramps and/or modifications to existing roadways and ramps. Improvements may also include the replacement of existing bridges, as well as new signalized intersections.

The consultant will provide project management, quality control, traffic analysis and the development of a report and conceptual alternatives for improvements to the existing interchange, including preliminary interchange concepts. The general study area is expected to encompass the area shown below. The project was initiated by VDOT.





Deliverables:

- Report: A complete study will be developed in accordance with IIM-LD-200.6 and applicable FHWA guidelines.
- Conceptual Interchange Options: Conceptual options will be developed and submitted in roll plot format for up to three (3) interchange options. A planning level cost estimate will also be developed, with phased improvement scenarios.
- Conceptual Interchange Options will be developed as roll plots. In addition to the plan views, it is anticipated that two (mounted) color displays will be developed using aerial photography to depict said options. Large scale conceptual typical sections will also be developed. Updated planning level cost estimates and other supporting planning level data will be developed as appropriate.

Timeframe: 24 months

Estimated Budget: \$165,000 (\$275,000 over two fiscal years)

### **3. Exit 310/Valley Pike/Tasker Road Origin and Destination Survey**

Objective and Description: This study will quantify trips through the survey intersections by their origins and destinations during a period of typical traffic flow. The survey may be conducted using cell phone traces, license plate capture, tube counts, or a combination thereof. The objective of the study is to estimate the likely effectiveness of a proposed connecting road between Tasker Road and Valley Pike (Route 11) over I-81 north of Exit 310 in diverting trips from and preserving capacity of the survey intersections. The Product was initiated by Frederick County.

Product: A report of the compiled results of an origin/destination survey of trips through the study area.

Estimated Cost: \$27,500

### **4. Area Plan for Future Exit 311 (Battaile Drive/Papermill Road)**

Objective and Description: This study will identify capacity needs for Battaile Drive, Papermill Road and Shawnee Drive as well as a broader program of capital projects including a new I-81 interchange and land use modifications to improve traffic circulation and land access and to accommodate future growth in the southern part of the City of Winchester and adjoining portion of eastern Frederick County in the vicinity of Papermill Road and the proposed interchange. The product was initiated by the City of Winchester.

The program as described as Project #4 in the Vision Plan of the 2035 Long Range Transportation Plan, includes:

1. An extension of Battaile Drive eastward to Papermill Road and westward to Monticello Street, creating an east-west arterial across the southern part of the City;
2. A new interchange on I-81 (future Exit 311) with the Battaile Drive extension;
3. The closure and removal of the I-81 Papermill Road overpass;
4. Widening the existing Battaile Drive to a four-lane urban section; and
5. Extending and widening Pleasant Valley Road to a four-lane urban section from Cedarmeade to Battaile Drive.

Product: An area plan to include

1. Determination of preferred sections for Battaile Drive, Papermill Road and Shawnee Drive;
2. delineation of potential roadway realignments for Shawnee Drive and Papermill Road and approximate rights-of-way;
3. planning-level cost estimates;
4. recommended timing/phasing of roadway modifications; and
5. recommended modifications to the land use and development codes necessary to serve the plan objectives.

Estimated Budget: \$82,500

#### **WORK TASK 7B: Freight Planning**

Objective & Description: I-81 is one of the most significant corridors for goods movement in the eastern U.S., and its importance to the region's economic growth and impacts on the region's transportation system and land use cannot be underestimated. Many projects in the LRTP, and particularly those involving I-81, its interchanges and connecting arterials, affect and are affected by goods movement.

This work task will identify goods movement considerations in projects to be undertaken in Task 7, System Planning. Staff will identify and convene public and private sector freight stakeholders in a forum to discuss goods movement in the context of planned I-81 projects. Issues to be addressed will include economic development, land use and access, safety, traffic impacts, potential diversion of truck haulage to rail, and growth associated with the Virginia Inland Port. The Product was initiated by Frederick County

Products: A white paper of the forum proceedings including next steps. A database of WinFred MPO freight stakeholders.

Estimated Budget: \$20,000

## **WORK TASK 8: Long Range Planning, Modeling, GIS & Data**

Objective and Description: Many of the federally-required Long Range Transportation Plan activities have been identified in the UPWP as stand alone tasks. Work Task 8 is meant to be the recurring umbrella long range planning task to include updates to the Long Range Plan, as well as support for travel modeling, GIS and database management. VDOT will continue to provide technical assistance for model development, updates and statewide data collection activities, and fund software maintenance, upgrades and training. PE / NEPA study modeling for SYIP projects will be completed by VDOT, not by the MPO. This task provides staff and/or consultant technical assistance in modeling scenarios, model enhancements, network and land use updates and completion of studies necessary for maintenance of the model. Model maintenance provides support for required long range planning activities, funding applications and support of any future air quality analysis in support of regional early action air quality conformity compacts. GIS activities support the regional travel demand model maintenance and all other UPWP work tasks. The Products are initiated by the MPO (NSVRC) Staff.

### Products

1. Scope, tasks and schedule for WinFred 2040 Long Range Transportation Plan development
2. Ongoing Updates to Long Range Transportation Plan
3. Ongoing Maintenance of Regional Travel Demand Model
4. Update of regional Origin & Destination Studies and incorporation into base and future year model scenarios
5. GIS mapping, data collection, and database management in support of all MPO UPWP work tasks (including GIS software maintenance for 2 users at 50% of total cost)
6. Perform a study of motor vehicle crashes for the five most recent years that data is available; identify appropriate countermeasures

Estimated Budget: \$25,000



**Figure 2: Win-Fred MPO FY 2015 Proposed Revenues and Expenditures by Funding Source**

Proposed Revenues FY15		Highway Funding				Transit Funding				Total MPO FY13 Revenues
		FHWA Planning	State Match	Local Match	Subtotal	FTA 5303	State Match	Local Match	Subtotal	
		80%	10%	10%	Highway	80%	10%	10%	Transit	
FY 2015 New PL 112 Funds (1)		\$121,970	\$15,246	\$15,246	<b>\$152,462</b>					\$152,462
FY 2013 Carryover PL112 Funds available in FY 2015 (2)		\$264,645	\$33,081	\$33,081	<b>\$330,807</b>					\$330,807
FY 2014 5303 Funds (3)						\$72,532	\$9,067	\$9,067	<b>\$90,665</b>	\$90,665
FY 2015 5303 Funds						\$76,474	\$9,559	\$9,559	<b>\$95,593</b>	\$95,593
<b>Subtotal: FY15 Revenues</b>		<b>\$386,615</b>	<b>\$48,327</b>	<b>\$48,327</b>	<b>\$483,269</b>	<b>\$149,006</b>	<b>\$18,626</b>	<b>\$18,626</b>	<b>\$186,258</b>	<b>\$669,527</b>
<b>Total FY15 Proposed Revenues</b>										<b>\$669,527</b>
Proposed Expenditures	VDOT/ DRPT	FHWA Planning	State Match	Local Match	Subtotal	FTA 5303	State Match	Local Match	Subtotal	Total MPO Expenditures
		80%	10%	10%	Highway	80%	10%	10%	Transit	
Task 1: Program Management and Administration	70/30	\$37,494	\$4,687	\$4,687	<b>\$46,867</b>	\$16,069	\$2,009	\$2,009	<b>\$20,086</b>	\$66,953
Task 2: Transportation Improvement Program (TIP)	70/30	\$4,200	\$525	\$525	<b>\$5,250</b>	\$1,800	\$225	\$225	<b>\$2,250</b>	\$7,500
Task 3: State/Federal Requested Work Tasks	50/50	\$3,000	\$375	\$375	<b>\$3,750</b>	\$3,000	\$375	\$375	<b>\$3,750</b>	\$7,500
Task 4: Public Mobility & City of Winchester Transit Planning	0/100					\$56,000	\$7,000	\$7,000	<b>\$70,000</b>	\$70,000
Task 5: Local Technical Assistance	50/50	\$6,000	\$750	\$750	<b>\$7,500</b>	\$6,000	\$750	\$750	<b>\$7,500</b>	\$15,000
Task 6: Bicycle & Pedestrian Plan Development	20/80	\$3,200	\$400	\$400	<b>\$4,000</b>	\$12,800	\$1,600	\$1,600	<b>\$16,000</b>	\$20,000
Task 7: System Planning	75/25	\$226,500	\$28,313	\$28,313	<b>\$283,125</b>	\$75,500	\$9,438	\$9,438	<b>\$94,375</b>	\$377,500
Task 8: Long Range Planning, Modeling, GIS and Data	60/40	\$12,000	\$1,500	\$1,500	<b>\$15,000</b>	\$8,000	\$1,000	\$1,000	<b>\$10,000</b>	\$25,000
<b>Subtotal: FY15 Expenditures</b>		<b>\$292,394</b>	<b>\$36,549</b>	<b>\$36,549</b>	<b>\$365,492</b>	<b>\$179,169</b>	<b>\$22,396</b>	<b>\$22,396</b>	<b>\$223,961</b>	<b>\$589,453</b>
<b>Estimated Contingency/Reserve Funds for Project Support</b>										<b>\$80,074</b>
<b>Total FY15 Proposed Expenditures</b>										<b>\$669,527</b>

(1) FY14 PL Funding estimates from VDOT for Highway

(2) FY13 PL Carryover Funds: not Expended in FY13

(3) FY14 Carryover FTA 5303 Funds: not expended in FY14

# LAWSON AND SILEK, P.L.C.

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TELEPHONE: (540) 665-0050  
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THOMAS MOORE LAWSON • [TLAWSON@LSPLC.COM](mailto:TLAWSON@LSPLC.COM)

March 21, 2014

John Bishop, AICP  
Deputy Director, Transportation  
County of Frederick  
Department of Planning & Development  
107 North Kent Street  
Suite 202  
Winchester, VA 22601

Re: Our File No. 1211.001

## VIA E-MAIL

Dear John:

This is a follow-up to our telephone conversation earlier today concerning the revised private streets ordinance. I enclose a redlined and clean version of the revised ordinance, which adds more language to the meeting or exceeding VDOT depth of pavement road standards and also spells out a rather unique mechanism to ensure there are sufficient funds being held in escrow within the HOA to address maintenance issues for the private streets. Lansdowne has found through its experiences dealing with communities with private streets that it is a good idea to impose an obligation on the HOA to revisit its capital reserve needs on at least a bi-annual basis to ensure sufficient funds are being escrowed to address all maintenance and upkeep issues associated with the roads. Further still, they believe that engaging a certified professional engineer as part of the installation of private streets will assure that the roads are constructed in a sufficient manner to keep them in good service and operation. Interestingly, ensuring proper installation keeps the cost down associated with ongoing maintenance.

It is our thought that if this revised language in the ordinance meets with the approval of the Transportation Committee and DRRC then this ordinance would be appropriate for consideration and approval by the Board of Supervisors. If we are able to proceed in this manner, we will be able to avoid having the matter come back to the Transportation Committee (in April) after the DRRC meets next Thursday.

John Bishop, AICP  
Deputy Director, Transportation  
March 21, 2014  
Page 2

Thank you for your continued assistance and cooperation. As always, if you have any questions or comments, please do not hesitate to contact me.

Very truly yours,

A handwritten signature in black ink, appearing to read 'T. Moore Lawson', with a long horizontal flourish extending to the right.

Thomas Moore Lawson

TML:atd  
Enclosures

## Chapter 165. ZONING

### ARTICLE V. Planned Development Districts

#### Part 502. R5 Residential Recreational Community District

##### § 165-502.05. Design requirements.

- F. Open space. A minimum of 35% of the gross area of any proposed development shall be designated as common open space. This open space shall be for purposes of environmental protection and for the common use of residents of the development. No more than 50% of the required open space shall be within lakes and ponds, wetlands or steep slopes. The Board of Supervisors may allow a larger amount of steep slopes to be utilized where the developer can demonstrate a viable plan for the use of these areas. ~~Where age-restricted~~ When communities are approved with private streets, a minimum of 45% of open space shall be required.

**[Amended 9-26-2012]**

- K. Streets. The residential recreational community development shall be provided with a complete system of public streets dedicated to the Virginia Department of Transportation. The road system shall conform with the Frederick County Comprehensive Policy Plan and with road improvement plans adopted by the County.

**[Amended 9-26-2012]**

(1) Within any portion of a residential recreational community ~~which qualifies as an age-restricted community~~, the Board of Supervisors may waive the public street requirement and allow for the installation of private streets, provided that all road sections meet the minimum thickness based on the Virginia Department of Transportation pavement design standards, all storm sewer, signage, guardrails, and any other accessory features shall be designed following the VDOT Manual of Road and Bridge Standards. streets conform to the construction details and materials of the Virginia Department of Transportation Standards. Paving designs, based on actual CBR's will be provided to the County for approval. and that a program for the perpetual maintenance of all streets by the property owner's association will be ~~is~~ provided which is acceptable to the Board of Supervisors and the Transportation Planner.

- (a) Three classes of private streets shall ~~be permitted in age-restricted communities and~~ shall be identified on a MDP as follows:

[1] Greenways. All private streets with a projected ADT of over 3,000 shall have a minimum right-of-way of 50 feet and shall have no direct lot frontage. Greenways shall be lined on both sides with street trees having a minimum caliper of two inches at the time of planting, spaced not more than 50 feet apart. Along the portions of right-of-way which abut mature woodland, the Planning Director

may waive the requirement for street trees. The horizontal center line geometrics and vertical profile design shall meet the VDOT criteria for subdivision streets with a design speed of 30 miles per hour (mph).

[2] Neighborhood collectors. All private streets with a projected ADT of over 400 shall have a minimum right-of-way of 50 feet and may have lot frontage. Neighborhood collectors shall be lined on both sides with street trees having a minimum caliper of two inches at the time of planting, spaced not more than 50 feet apart. The horizontal center line geometrics and vertical profile design shall meet the VDOT criteria for subdivision streets with a design speed of 30 mph.

[3] Local streets. All private streets with a projected ADT of 400 or less shall have a minimum right-of-way of 30 feet and may have lot frontage. Local streets shall be lined with street trees having a minimum caliper of two inches at the time of planting, spaced not more than 50 feet apart. The horizontal center line geometrics and vertical profile design shall meet the VDOT criteria for subdivision streets with a design speed of 20 mph.

~~(b) The subdivision design plans and final subdivision plats for all lots contained within an age-restricted community that utilize private roads shall include the following language:~~

~~The proposed private streets will not be maintained by the Virginia Department of Transportation or the County of Frederick. The maintenance and improvement of said private streets shall be the sole responsibility of the owners of the lots within the age-restricted community which are provided access via the private streets.~~

(b) Developments utilizing private streets shall meet the following conditions:

[1] The plan for the development shall include 1000 or more planned lots.

[2] The subdivision design plans and final subdivision plats for all lots that utilize private streets shall include language that states "The private streets within this development are not intended for inclusion in the system of state highways and will not be maintained by VDOT or Frederick County. Frederick County and VDOT have no, and will have no, responsibility for the maintenance, repair, or replacement of the private streets within this development. The maintenance and improvement of said private streets shall be the sole responsibility of the property owners' association."

[3] The developer shall establish a reserve fund dedicated solely for the maintenance of the private streets within the



development. The reserve fund shall consist of a specified percentage of all dues collected from the residents as determined by the developer. The percentage may be reduced by the developer or the property owners' association only after a reserve study has been completed and said study shows that a lesser amount is necessary to maintain the private street system within the development. The property owners' association shall complete a capital reserve study on a bi-annual basis and such study will be used as the basis of the reserve funding. Such reserve study shall be held at the office of the property owners' association and available for review by the County, if requested.

[4] Sales brochures or other literature and documents, provided by the seller of lots served by such private streets, shall include information regarding responsibility for maintenance, repair, replacement, and covenants pertaining to such lots, including a statement that the County has no, and will have no, responsibility for the maintenance, repair, or replacement of private streets.

(2) Within R-5 residential recreation community developments approved prior to 1980, the Board of Supervisors may allow the extension of existing private roads if no other means of access is available.

(3) Within developments utilizing private streets, a certified professional engineer, licensed in the State of Virginia, shall be employed by the developer to monitor and supervise the materials used; the adequacy of the subgrade; the installation of drainage structures, curb and gutter and all concrete items; and all road, driveway and parking area construction activities, including material compaction, grading tolerances and compliance with the plans and specifications. Prior to bond release, the certified professional engineer, licensed in the State of Virginia, shall provide the County with certification that the bonded phase or section of construction met density requirements; that all material depths were verified for compliance; and that the road and parking areas have been constructed in strict accordance with the plans and specifications.

L. Curb and gutter. All public and private streets shall be provided with curb and gutter.

## **Chapter 165. ZONING**

### **ARTICLE V. Planned Development Districts**

#### **Part 502. R5 Residential Recreational Community District**

##### **§ 165-502.05. Design requirements.**

- F. Open space.** A minimum of 35% of the gross area of any proposed development shall be designated as common open space. This open space shall be for purposes of environmental protection and for the common use of residents of the development. No more than 50% of the required open space shall be within lakes and ponds, wetlands or steep slopes. The Board of Supervisors may allow a larger amount of steep slopes to be utilized where the developer can demonstrate a viable plan for the use of these areas. When communities are approved with private streets, a minimum of 45% of open space shall be required.

**[Amended 9-26-2012]**

- K. Streets.** The residential recreational community development shall be provided with a complete system of public streets dedicated to the Virginia Department of Transportation. The road system shall conform with the Frederick County Comprehensive Policy Plan and with road improvement plans adopted by the County.

**[Amended 9-26-2012]**

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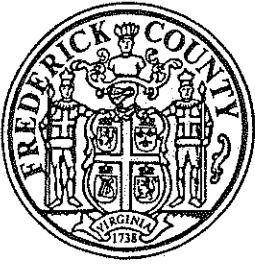
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L. Curb and gutter. All public and private streets shall be provided with curb and gutter.

H





COUNTY of FREDERICK

John R. Riley, Jr.  
County Administrator

540/665-5666

Fax 540/667-0370

E-mail:

jriley@co.frederick.va.us

**MEMORANDUM**

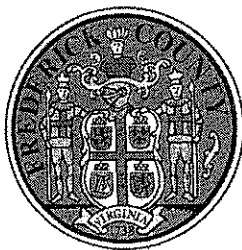
**TO:** Board of Supervisors  
**FROM:** John R. Riley, Jr., County Administrator  
**DATE:** March 31, 2014  
**RE:** Departmental Annual Work Programs

Attached for your information are the Departmental Annual Work Programs. Information contained in the reports directly reflects the goals and objectives set out in the proposed Fiscal Year 2014-2015 budget.

Please contact me if you have any questions.

JRR/tjp

Attachments



## COUNTY OF FREDERICK

**Roderick B. Williams**  
County Attorney

Phone: 540/722-8383

Fax: 540/667-0370

E-mail: [rwillia@co.frederick.va.us](mailto:rwillia@co.frederick.va.us)

### **OFFICE OF THE COUNTY ATTORNEY Work Program 2014-2015**

#### **OVERVIEW**

The County Attorney serves as legal counsel to the Frederick County Government. This responsibility includes supervising the legal affairs of the County, and providing legal advice and opinions to the Board of Supervisors, the Planning Commission, all other County Boards and Commissions, County Departments and Agencies, and Constitutional Officers.

#### **ORGANIZATION**

The Office of the County Attorney currently has two employees: the County Attorney and a Legal Secretary I.

#### **PRIMARY FUNCTIONS**

##### **Litigation, Enforcement, and Compliance Activities**

- Represent and defend the County against claims generally, in court proceedings and otherwise
- Bring and/or prosecute appropriate legal actions on behalf of the County, including:
  - civil litigation matters, including enforcement of code and ordinance provisions, enforcement of contractual and other obligations owed to the County, and collection of delinquent taxes, fees, charges and other claims payable to the County
  - criminal cases involving violations of the Frederick County Code

### **Legal Counsel**

- Review, comment on, and/or approve as to form, as appropriate:
  - various contracts, agreements, and contract-related documents such as releases, easements, leases, and deeds to which the County is a party
  - bid/proposal documents
  - proposed rezoning proffer statements and other land use application materials
  - festival permit applications
- Render legal advice generally to the Board of Supervisors, the Planning Commission, all other County Boards and Commissions, County Departments and Agencies, and Constitutional Officers, including interpretation of statutes, regulations, and cases and application of legal standards to particular factual situations
- Analyze cases, statutes, regulations, and proposals which may affect the County's legal rights and obligations, and transmit such information as appropriate
- Administer the County's Identity Theft Prevention Program

### **Legislative Activities**

- Draft ordinances, resolutions, and policies, as appropriate
- Monitor legislation of interest in Congress and the General Assembly and participate as necessary in legislative activities

### **Training Activities**

- Attend Local Government Attorneys of Virginia conferences and other training, as appropriate, to keep abreast of latest legal issues and matters confronting local governments
- Offer training to appropriate County officials and staff on relevant legal topics

<b>GOALS</b>
--------------

### **Ongoing Goals**

- Provide the highest quality legal counsel and representation to the Frederick County Government
- Serve the County Government, including its Boards, Commissions, Departments, Agencies, and Constitutional Officers, in an expeditious and professional manner
- Establish the repute of Frederick County's legal representation as outstanding both within the local community and among other localities in Virginia

### **Long-Term Goals**

- Review and propose revisions to various County Code sections, to improve clarity and operation of those sections
- Transition more County Attorney administration, including operations and records management, from paper-based to electronic-based
- Establish guidelines for what constitute formal legal opinion requests to the County Attorney and procedures for responding to such requests

**OFFICE OF THE COUNTY ATTORNEY**  
**Issues Not Addressed Due to Budget Cuts**  
**2014-2015**

The County Attorney Work Program for 2014-2015 includes certain functions that may not be fully addressed in 2014-2015, due to budget cuts. A summary of these is as follows:

**Litigation, Enforcement, and Compliance Activities**

**Limited ability to conduct litigation**

The County may encounter one or more situations in which it is unable to take a reasonable degree of usual measures in litigation filed against the County, as well as a decreased ability to file appropriate litigation on behalf of the County. With respect to litigation that may be filed, whether by or against the County, the existing budget provides, for example, little means to conduct meaningful discovery, including depositions.

In the event that the County must either defend or file significant litigation, the current budget is not likely to provide sufficient funding. This office's entire budget for any required outside professional services and for travel (whether or not either is related to litigation) is anticipated to be approximately \$4,000.00. Therefore, either a supplemental appropriation could become necessary or decisions not to pursue particular claims or defenses could occur.

**Legal Counsel**

**Limited ability to address contingencies**

The County may be less able to handle a significant legal contingency that the County may face, in a reduced budget scenario. Such contingencies may include litigation, non-litigation employment disputes, the negotiation of contracts in response to an unforeseen situation, any higher volume of land development proposal reviews or unforeseen issues concerning land use activities, or a general response to a catastrophic event, among other things.

**Legislative Activities**

**Limited ability to seek initiation of state-level legislative actions or to respond to proposed state-level legislative actions**

With localities in Virginia continuing to face increasing pressure from the state government, particular on fiscal matters, unfunded mandates, and the limitations resulting from Dillon's Rule, the County having a strong voice in Richmond is all the more important. The County has an effective lobbyist in Richmond, but circumstances sometimes require additional attention, beyond just what the County's lobbyist can provide.

**Training Activities**

**Limited opportunities for training**

This includes limitations both on offering training for relevant County staff on legal issues and on County Attorney attendance at training on appropriate subjects. Training, when available, represents a useful means of helping to prevent or respond to conduct that may increase the County's legal risks.



## **VIRGINIA COOPERATIVE EXTENSION**

### **FREDERICK COUNTY UNIT, 2014-2015 Annual Work Plan**

Submitted by: Mark Sutphin - ANR Agent & Unit Coordinator;  
Rebecca Davis – FCS Agent; and Amanda Simons – 4-H Agent

#### **I. AGRICULTURE**

- A. Provide fruit, vegetable, ornamental, livestock, and crop producers with research based information from University and private sectors that will help them maintain economically viable operations, explore new possibilities, and sustainably operate with environmentally sound practices.
- B. Promote the “Buy Local” concept by partnering with the area agribusinesses and growers to provide innovative ideas for marketing local foods and agriculture in the Shenandoah Valley to both consumers and institutional buyers.
- C. Assist small farmers in becoming savvy in marketing and more informed about diverse farming opportunities and practices.
- D. Assist producers with monitoring and complying with regulations of VDACS, EPA, OSHA, and other regulatory agencies, including education for certifications (i.e. Good Agricultural Practices (GAP); pesticide applicator certification) when required.
- E. Develop environmentally sound horticulture education programs for homeowners through Master Gardener educational programming.
- F. Provide a representative for Emergency Planning and conduct Agriculture Damage Assessments.
- G. Promote safe drinking water for county residents by offering Well Water Clinics that will enable residents to test their well water.

#### **II. 4-H YOUTH DEVELOPMENT**

- A. Utilize VCE Master Gardener volunteers to educate youth about horticulture and the environment as well as to promote community service through donating produce grown in the 4-H garden to C-CAP.
- B. Increase enrollment through special interest clubs and marketing events such as Main Street Ag Day and National 4-H Week.
- C. Recruit and provide training to volunteer leaders to give direction to community clubs.
- D. Strive to reach at-risk youth in Frederick County through the volunteer lead clubs, emphasizing Character Counts in all aspects of 4-H.
- E. Increase numbers of at-risk youth who will participate in camping programs at the Northern Virginia 4-H Educational Center through scholarships.
- F. Promote Animal Science Education through clubs, County and State Fairs, local shows, judging competitions, and day camps.

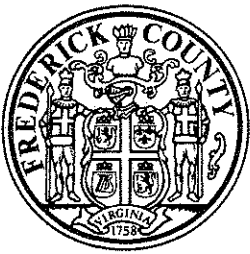


- G. Promote Science, Engineering, and Technology education through clubs, competitions, in-school programs, and activities. (For example: Utilize VCE Master Gardener volunteers to teach Junior Master Gardener curriculum at Greenwood Mill Elementary School.)
- H. Promote community and civil interest by participating in events such as the 4-H All-Star Program, 4-H Day at the Capitol, State and National 4-H Congress, and Citizenship Washington –Focus.
- I. Build leadership skills in youth through club officer training, the teen camp counselor program, and state ambassador program.

### **III. FAMILY AND CONSUMER SCIENCES**

- A. Assist families to better manage their family finances and resources by offering programs on financial management.
- B. Help to reduce the incidences of food borne illness in the community by offering Food Service Manager Certification Courses (ServSafe) to school and food establishment personnel.
- C. Encourage safe canning practices by offering canning classes in the community.
- D. Target childhood obesity through the delivery of programs to area childcare centers and schools that emphasize nutrition and exercise.
- E. Promote safe drinking water for county residents by offering Well Water Clinics that will enable residents to test their well water.
- F. Target chronic disease prevention by offering a variety of programs to adults promoting healthy lifestyle changes.
- G. Work with local farm markets to enhance the safety of the produce being sold.
- H. Provide consumer education through phone and e-mail requests, newsletters, newspaper articles, and radio programs.





## COUNTY OF FREDERICK, VIRGINIA

### FIRE AND RESCUE DEPARTMENT

1080 Coverstone Drive  
Winchester, VA 22602

Dennis D. Linaburg  
Fire Chief

### MEMORANDUM

**TO:** Board of Supervisors  
County of Frederick

**FROM:** Dennis D. Linaburg, *DDL/MSM*  
Chief, Fire & Rescue

**SUBJECT:** 2014-2015 Work Program

**DATE:** March 27, 2014



#### Current Status

Frederick County has a strong combination fire and rescue system. However, increases in requests for delivery of service, new state and federal regulations, the need to ensure safety for our volunteer and career personnel, and increased competition with other departments during the budget process continually tax the Department's ability to provide adequate customer service. The Department is experiencing an increased turnover of staff, losing trained individuals to other jurisdictions. This further complicates the need for trained experienced leadership for now and the future. This has resulted in three back-to-back hiring processes and a significant increase in our overtime budget. Increased financial demands are taxing the volunteer aspect of the Department, limiting their time to respond to incidents compared to raising the needed funds to operate. The limited availability of volunteers means that the career staff is likely the only personnel available to respond to emergency calls. We continually move resources around to cover incidents on any given day. This further stresses our automatic aide departments from the surrounding jurisdictions.

The level of service demanded by the citizen's of Frederick County five to ten years ago is different from that demanded today. The increased call volume is also placing a burden on our ability to provide needed fire and EMS services to our community in a reasonable time standard identified in NFPA 1720 (Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Volunteer Fire Departments).

Maintaining our current level of service, while meeting new standards adopted by state and federal agencies and insuring the safety of our personnel will be the immediate challenges facing our Fire and Rescue Department. Citizens will demand well-trained and equipped companies providing a professional level of service. Industry will come to expect an Insurance Services Office (ISO) rating consistent with those of more urban

areas. As ISO ratings directly affect insurance premiums, the ability of fire and rescue to improve the current rating can pay dividends when attempting to draw new businesses to the county.

### **Operations Division**

Requests for service have steadily increased our incident response from 4100 in 1990 to nearly 7000 calls in 2000, representing a 60% increase. In 2013, emergency service calls totaled 9472 representing 25.9 calls for service per day.

More than 400 volunteers (the number 400 is the total taken from volunteer company rosters) achieve staffing of the fire and rescue companies. The actual number of operational volunteer personnel regularly responding to calls is much lower. Currently, 65 operational full-time career fire and rescue personnel (often the only staff on duty) and 16 part-time personnel provide a minimum staffing level of two personnel in our fire and rescue stations, supplementing the volunteers. Due to the lack of available personnel at each station, emergency incidents must utilize multiple fire companies on a single incident that should only require one depending on the incident type.

Career personnel are assigned to supplement volunteers at ten of the eleven stations, leaving Star Tannery as the only non-staffed station. County stations are inadequately understaffed a fair amount of the time. This requires multiple companies to respond on a single incident for adequate staffing. It is recommended that the County adapt and implement NFPA 1720.

### **Life Safety Division**

The Life Safety Division is responsible for fire prevention, public education programs, administration and enforcement of life safety codes, and fire and explosive investigations.

The Fire Marshal's Office provides 24-hour coverage to the fire and rescue system offering technical support during many types of incidents including but not limited to the investigation of fire and explosions, including both an explosive detection K-9 and an accelerant detection K-9. The Life Safety Division also investigates hazardous materials releases and environmental crimes within the jurisdiction. The Life Safety Division actively participates in the control of overtime by adjusting work schedules and filling operational vacancies when available.

In addition to investigations, the Division reviews plans and performs numerous fire inspections as it relates to new and existing buildings. Currently, annual life safety inspections are performed for all public and private schools, childcare facilities, adult care facilities, hotels, motels, and restaurants. All other occupancies are inspected on a complaint basis. The Virginia Statewide Fire Prevention Code was adopted in 2012 allowing the Life Safety Division to actively enforce and encourage compliance with the fire codes, which enhances the safety of our citizens. In addition to the Virginia Statewide Fire Prevention Code being adopted, the Board of Supervisors approved the

issuing of parking violation tickets, as outlined in Frederick County Code §158-4 through §158-6.

### **Training Division**

The Training Division is responsible for developing, providing, and overseeing training programs for career and volunteer personnel. Proposed and current regulations, both at a state and federal level, will require each individual to achieve and maintain an increased amount of training and certification. The Training Division, in conjunction with the Volunteer Fire and Rescue Association, has adopted an annual training program for the delivery of educational and certification programs within the County.

The Training Division must plan and develop a regional training concept that will serve all of our needs at a minimal expense to each jurisdiction as well as the private sector. The Department continues to look toward planning a Regional Public Safety Training Center facility that could compliment the regional criminal justice academy and the Lord Fairfax Community College, which already are in place in Middletown. This facility could expand its reach into the private sector for their required training, which could assist the jurisdictions in the cost of construction and maintenance.

## **Current Programs**

Issues that the Department will continue to address this year include the following:

- Develop a Comprehensive computer aided response/reporting system within the Fire and Rescue Department to assist responders in all emergencies, provide data necessary for future development of the fire, and rescue system.
- In conjunction with the volunteer coordinator and each volunteer fire and rescue company, actively continue to recruit and retain fire and rescue volunteers from all areas within Frederick County. This program will be expanded to include documentation of volunteer workforce and procedures for exit interviews. This will provide feedback to the general wellness of the program.
- Continue to support the delivery of emergency medical services and fire suppression training activities within the Lord Fairfax Community College to aid in the early development and recruitment of new personnel.
- Develop a strategic plan to act upon the immediate goals, 5-year goals, and 10-year goals addressed in the service plan in order to meet the needs of Frederick County for Fire and Rescue Service in the future. The draft plan will be presented to the respective stakeholders during this period
- Continue the process to develop future fire and rescue stations within the Comprehensive Plan based on projected service demands and response times. Utilize these future fire and rescue stations to extend satellite services to the public for other county departments and agencies.
- Continue to provide the Basic Fire and EMS Academy Certification Classes that provides basic training to the volunteer aspect of the Department. This program will be reviewed for expected changes and effectiveness.
- Continue to provide required continuing education for Hazardous Materials Technicians/Specialists assigned to the Winchester/Frederick County Regional Hazardous Response Team.
- Continue to provide required continuing education topics of emergency medical service training offered to all volunteer and career personnel for recertification.
- The Department continues to coordinate the Hepatitis B vaccination program for volunteer and career personnel, as well as, the current flu vaccinations as required by the Occupational Safety and Health Administration (OSHA).
- The Department continues to update an infectious disease program for its employees and volunteer companies as required by OSHA.
- The Department continues to develop Standard Operating Procedures (SOP's) to improve the effectiveness of personnel, both within the station and on emergency incidents. These SOPs provide all members of the Department, whether career

or volunteer; a single set of guidelines to follow and defines a single common objective for the Department. The adoption of a standard set of rules will improve the ability of companies to work together.

- The Department participates in the State Regional Hazardous Materials Response Team. This team responds to hazardous materials released within a five county area, including Frederick County and the City of Winchester. This team is the County's immediate resource for the mitigation of hazardous materials incidents.
- The Department continues to provide and receive mutual aid response with our neighboring jurisdictions. Aid is provided on a routine basis to Clarke, Warren, Shenandoah Counties and the City of Winchester in Virginia as well as Morgan, Hampshire, Hardy, and Berkeley Counties in West Virginia. The county is also a participating member of the Statewide Mutual Aid Program for disaster response.
- The Department continues to manage the countywide incident reporting system. This reporting system provides crucial data to assist the Department in the planning of future needs, evaluate the effectiveness of service delivery, and assist volunteer companies in the management of their equipment and personnel. The incident reporting system provides a means of providing required data to other state agencies as required by law. This system is being updated to a web-based system employing up-to-day technology with tablet style computers.
- The Department is continuing to implement and manage the National Incident Management System (NIMS), adopted by the Governor that will allow more efficient operations and control of emergency scenes. Training for NIMS must be such that it is adaptable for use at the routine incident or at a large disaster. The department is currently participating in the formation of Shenandoah Valley Incident Management Team (IMT). The IMT would be deployed in case of a significant incident.
- The Department is working to come into full compliance with the OSHA respiratory standard. The standard defines the minimum safeguards that must be in place for firefighters to enter a hazardous atmosphere, including structural firefighting. Within this standard is a provision for minimum staffing that needs to be on scene before personnel can enter a hazardous atmosphere. This provision, known as the two-in-two-out rule requires that a minimum of four (4) trained personnel be on the scene of an incident prior to making entry. Also included in this standard are requirements for fit testing personnel for use of self-contained breathing apparatus (SCBA).
- The Department continues to standardize SCBA and provide in-house testing and repairs to all volunteer companies and the Department, which represents a considerable savings to all agencies and a convenience of having service and support locally.

- The Department is working with the volunteer companies to develop and adopt a minimum training standard throughout the county. Training standards are currently defined by individual companies within the Department and vary from non-existent to those endorsed by national standards such as the National Fire Protection Association (NFPA). Failure to have a minimum training standard not only puts our firefighters at risk, but also opens the individual fire companies, Department, and county to liability issues.
- Intradepartmental communication continues to be improved. The Department is working on the development of a wide area network that would interconnect the various stations, the administrative office and the dispatch center. Implementation of this would improve incident-reporting, communication between stations, communication with the volunteer leadership and communication with county officials, including those of different departments.
- The Department actively seeks various grant opportunities including the Federal Fire Act, S.A.F.E.R. for staffing needs, VOEMS for computer aided reporting, Aide to Locality (ATL) for recruitment and retention and rehabilitation on incidents. The Department is also looking at additional grant opportunities with other local, state, and federal resources including the private sector.

Our ability to continue to perform these vital roles in addition to achieving an adequate level of emergency response is dependent upon a good working relationship with the individual fire and rescue companies and the fire and rescue association. Our ability to perform these vital roles is also based upon the funding for additional station staff and cooperative initiatives.

### **Future Planning**

The Fire and Rescue Department must actively evaluate and plan to catch up and meet the needs of our County due to increasing growth. As the County continues to grow and attracts new residents and industry, the demands upon volunteers will continue to increase and the need to expand the volunteer and career presence in the Department will be evident. We must develop a plan to begin to deal with the future needs of the Department.

As growth continues within the area, additional resources will be needed. Additional fire and rescue stations will be required to maintain adequate response times in congested and western rural areas. A strong fire and rescue system is needed to ensure that new and existing growth does not jeopardize the well-being of our community. Planning these additional fire and rescue stations must continue as we have several large developments in process that will greatly increase the need for our services within the County.

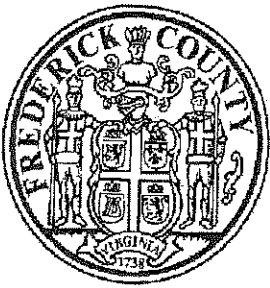
Another issue that will affect the delivery of service is the revision, by state and federal agencies, to the training requirements, especially in the area of advanced life support where it will make it difficult for volunteers to perform at that level of service. Today's firefighter must be proficient in dealing with fire suppression, hazardous materials, emergency medical care, basic rescue, terrorism, and other specialized incidents.

Basic training may include up to 400 hours of training and advanced training can include several additional hundreds or even thousands of hours.

Another concern concerning the future of our fire and rescue system is in its funding. A modern fire engine can cost over \$400,000 and an ambulance is now approaching \$225,000. New technology, although good is also very expensive. Thermal Imaging Cameras (TICs) cost \$18,000 each and 12-Lead ECG monitors meeting today's standards cost approximately \$35,000. Operating costs of the individual fire and rescue companies continues to rise. We must look at the funding needs of our system and develop new strategies to cover those needs.

We are continuing to work toward providing adequate training for our personnel, adequately staffing our emergency vehicles, providing financial support and incentives for our volunteers, and most importantly, continuing to work together for the betterment of the Department and the citizens of Frederick County. To this end, it is realized that the combination volunteer/career department provides the best solution for emergency service delivery in Frederick County.





## County of Frederick

**Paula A. Nofsinger**  
Director of Human Resources

(540) 665-5668  
Fax: (540) 665-5669  
pnofsing@co.frederick.va.us

### **Human Resources Department Work Program 2014-2015**

The Frederick County Department of Human Resources administers comprehensive programs aimed at attracting, motivating, and retaining a professional and industrious workforce.

The Human Resources Department serves approximately 630 full-time and 150 part-time Local Government employees with:

- Recruitment, selection, and retention plans
- Compensation and benefit programs
- Performance Management
- Employee Relations
- Policy development and interpretation
- Organizational Development
- Compliance of Employment law

The County of Frederick's Human Resources department is a business partner, working with and for the departments within the County. We are committed to providing innovative, practical human resource solutions that address business issues. We are dedicated to developing, implementing, and supporting programs and processes which add value to the County and its employees, while staying committed to the County's key business drivers, its management, and prosperity for its citizens.

Set forth in this work program are the current primary functional areas of the Human Resources Department and the goals and objectives we plan to achieve in fiscal year 2014-2015.

#### **Recruitment, Selection, and Retention Plans**

With the goal of hiring the best candidate for each active opening, we will continue pursuing the most cost effective recruiting and advertising procedures and also continue administering testing sessions for Fire and Rescue positions to maintain an eligibility roster of qualified candidates.

The County's Web site for employment will be continuously updated and used to advertise active positions, provide employment applications, and share general information.

The Human Resources Department will continue maintaining and monitoring the career development program as it pertains to professional development, salary administration, and record maintenance for the Sheriff, Public Safety Communications, NRADC, and the Fire & Rescue Departments' employees. This program continues to be a great motivator for employees seeking advanced training and maintaining good, solid job performance. The Human Resources Department will continue working closely with these departments promoting these programs in order to attract and retain qualified and dedicated employees.

The Human Resources Department will continue maintaining, monitoring, and maturing the incentive pay and the tuition reimbursement plans.

## **Compensation and Benefit Programs**

The County Human Resources Department will continue managing the Salary Administration Program that includes merit increases, position descriptions, salary and grade ranges through the appropriate channels.

The Human Resources Department will continue maintaining and disseminating a variety of detailed compensation reports in order to provide accurate data as requested or required both internally and externally.

The HR Department will continue conducting employee enrollment into the County benefit programs. The Human Resources Department staff is cross-trained in the entry and retrieval of information in the data bank to insure efficient benefit administration.

We will continuously examine and research new products to provide the highest quality, most cost-effective benefit programs for the County and its employees.

## **Employee Relations**

We continue experiencing a steady increase in the number of employees and managers who seek guidance regarding work problems, regulations, benefits, policies, procedures, and employee relations items. We consider this a most important part of the Human Resources function and we endeavor to provide professional, confidential, fair, and unbiased information to all employees.

## **Policy Development and Interpretation**

The County's Human Resources Policies and Procedures are the responsibility of the Human Resources Department. We will continue reviewing and/or maturing our policies and procedures to update them accordingly. Revisions or new policies are coordinated with legal counsel and sent through the HR Committee to the Board of Supervisors when required.

## **Payroll Administration**

The County staff has maintained 630+ full time employees, approximately 150 regular part-time employees, and an additional 50+ seasonal employees. We work together with the Finance Department in processing the information to provide an accurate payroll.

## **Compliance of Employment Law**

We will continue automating, streamlining, and maintaining compliance with all feasible Human Resources records and various forms.

Many of the following records and reports are automated:

### County:

Funded position report, vacancy report, employee history files, leave log, payroll deduction roster, evaluation schedule, health/dental insurance participation rosters (including participating outside agencies information), and employment action reports.

### Mandated:

Human Resources must maintain an I-9 form on all full and part-time employees as required by the Department of Homeland Security, US Citizenship and Immigration Services.

Human Resources must administer and assure compliance for: EEO4, COBRA, FMLA, FLSA, ADA and HIPAA, among other state and federal regulations.

Additionally, the County is required to file "New Hire" reports (Virginia Statute 60.2-114) and submit job vacancy notices to the VEC which are submitted by our department. Such information is used to assist in the collection of delinquent child support and other garnishments.

### **Goals for FY2015**

#### *Long Term:*

1. Continue the automation of HR processes, specifically open enrollment, online forms, and a completely automated payroll process.

#### *Short Term:*

1. Continue leadership role at the HR Committee level to assist the chairman with the business of the committee.
2. Continue to stay compliant with the mandated initiatives required by the Affordable Care Act.
3. Chair the Wellness Committee.
4. Chair the Employees' Activity Committee.
5. Continue to update Human Resources policies and practices.

### **Conclusion**

It is the sincere desire and goal of the Human Resources Department to support our customers, both internally and externally, to the best of our ability. We appreciate and depend upon our leadership in supporting and providing us with the necessary resources to effectively meet our goals and the needs of the Frederick County government. We look forward to another busy and productive year during FY 2014-2015.

Respectfully Submitted:



Paula Nofsinger  
Director of Human Resources

# MEMORANDUM



TO: John R. Riley, Jr., County Administrator

FROM: Walter T. Banks, IT Director

SUBJECT: Information Technologies 2014 Work Program

DATE: March 24, 2014

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Please find attached, the 2014 Work Program for Information Technologies. This departmental work program provides tasks associated with the activities undertaken by the department, as well as progress on the current and long-range IT planning involved in advancing the current server virtualization and network initiatives, while investigating and updating its security.

Please contact me if you have any questions regarding the 2014 IT Work Program or if you need any additional information.

wtb  
Attachment

## **EXECUTIVE SUMMARY**

In analyzing the 2014-2015 work program and the county's operating goals:

- improve methods of communication with our citizens
- make government services more accessible
- improve efficiency and cost effectiveness with the use of technology
- build reliable secure network infrastructure

The FY 2014-15 budget includes expansion of our GIS services, and in the network operations area, a security review and an email system upgrade.

### **GIS**

In GIS we have requested an updated fly-over. This is needed to update the pictures used in our Pictometry software and the services are provisioned to treasurer, commission of revenue and public safety departments. The three year contract is an estimated 35,000 per year. One area in GIS for future consideration is the upgrade of printer equipment. This equipment is special in that it is exclusively used for map printing. We would like to explore the possibility of moving toward a consolidated map printing model where the 4 department the primarily use this service could invest in one piece of equipment to produce better quality print outs at a lower cost.

### **Network Operations**

In the area of network operations the work program addresses the exchange 2010 upgrade and a replacement strategy for future CPU acquisition. The IT department has also formulated a plan to have a security review and present "best practices" for our network and storage operations. An area where the budget cut has affected our planning is the wireless expansion request. We requested funds to expand the wireless network county-wide to ensure a consistent experience for county network resources (16K). This item was removed from the budget.

### **Personnel**

The IT department has made great progress in the acquisition of local IT talent. The retention challenges still exist from agencies that are able pay higher salaries. The IT organization would be well served by adding two middle management positions in the form of a dedicated Network Administrator and an IT Trainer. As our county acquires more equipment and seeks to provide better IT services, this would be our personnel needs for the future.

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## I. IT 2014 Administrative Goals, Objectives and Strategies

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**Goal:** To provide technological services to the Board of Supervisors, County Administrator, county departments and agencies, public agencies, developers, citizens of the County, and the general public.

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**Objective:**

Keep the County Administration, the Board of Supervisors and departmental management well informed of the IT's efforts to promote and provide technology services.

**Strategy:**

Hold regular meetings of the BOS IT Committee, IT Working Group, Web Committee and the GIS Users Group. In order to keep all parties well-informed of ongoing activities; work on planned programs and policies; and to receive direction, a GIS User Group meeting has been scheduled for the Second Tuesday, a IT Working Group meeting has been scheduled for the Third Tuesday of each month and the Web Committee meets the Second Thursday of each month. These meetings will be posted on the County's web-site calendar of events and a reminder notice will be sent out the week before each meeting. The IT Secretary will complete and distribute minutes for these meetings.

**Strategy:**

To distribute regular reports on IT project progress. The IT Director will write up and distribute a weekly Situation Reports, outlining any issues or progress concerning projects that are on the current docket, both projects in progress, those that have been requested or those seeking support and funding.

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**Goal:** To continue to streamline automate IT processes to promote efficiency and participation throughout the countywide organization.

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**Objective:**

Meet with leadership to examine current workflows and processes. Identify which processes would benefit from automation and applied technologies to improve organizational operations.

**Strategy:**

Brainstorm ideas with the internal committees and review current and future technologies with those groups.

**Strategy:**

Solicit volunteers to present their operational models for review to see where the use of

technology would best benefit their operations.

Strategy:

Identify trending technologies

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**Goal:** To continue to introduce new features of the VoIP Phone system.

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**Objective:**

To begin the introduction of integrated phone/ video features available through the Cisco unified messaging system. This would allow the county to conduct more efficient communications through the use of text, phone and video connections.

**Strategy:**

Complete the installation of the video conferencing equipment to demonstrate the capabilities of the system for internal and external conferencing.

**Strategy:**

Educate staff on the usage of the “Jabber” communications feature for both phone, text and video communications.

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**Goal:** Move more county hardware and software systems to Enterprise or volume procurement licensing.

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**Objective:**

To consolidate our current department based licensing model to a countywide common software model. This would allow the county to receive better consolidated pricing for commonly used software (i.e. operating system and desktop publishing).

Strategy:

Gather a complete media library and inventory of commonly used software. Track license renewals and coordinate them to purchase in higher volumes.

Strategy:

Publish a true cost of a computer with recommended software products so that department leadership can have an understanding of the general license requirement for new personnel and advanced desktop functionality.

Strategy:

Explore alternative licensing models (i.e. software as a service) to measure how the county could benefit for engaging in the “as a service” model.



## II. IT 2014 Network Goals, Objectives and Strategies

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**Goal:** To establish a county-wide wireless infrastructure.

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**Objective:**

To expand the wireless infrastructure to a county presence, making access from all three facilities consistent.

**Strategy:**

Invest in an upgrade to the current twenty-five access point capability to approximately fifty. Allowing for a consistent County and Guest secure infrastructure.

**Strategy:**

Upgrade proxy services to monitor network device access. This will allow better monitoring of handheld devices that access our Internet resources.

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**Goal:** Improve security for the County's technological infrastructure.

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**Objective:**

To provide a comprehensive plan for security maintenance for future network access and data storage.

**Strategy:**

Solicit a consultant to do a complete security review of current network access. This review will provide to county with much needed data and an education on today's best practices in reference to local government access networks.

**Strategy:**

The county IT department will work to identify and remove at risk equipment running legacy operating systems.

**Strategy:**

The IT leadership will review recommendations about Internet exposure and security practices.

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**GOAL:** Maintain an accurate CPU inventory as the county transitions to a proactive replacement model.

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**Objective:**

The IT department will provide a comprehensive inventory of CPU equipment to department supervisors and administration.

**Strategy:**

The IT department will collect detail information concerning the county's CPU inventory. This information will be used to provide department supervisors a schedule for what CPUs to replace in accordance with the IT Procurement policy.

**Strategy:**

The inventory will also integrate service records to track maintenance and software distribution.

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<b>III. IT 2014 GIS Goals, Objectives and Strategies</b>
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**GOAL:** Improve and maintain the momentum of GIS growth and development in Frederick County (there are multiple objectives within this goal).

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**Objective:**

To continue to update and expand the County Enterprise System for .

**Strategy:**

Coordinate a new fly-over for the Pictometry system. This will give the county aerial photos of the county geographic layout Fall 2014.

**Strategy:**

Incorporate ArcGIS Online Cloud environment to our GIS offering. The cloud environment gives us the ability to expand our GIS offerings and to make existing services more reliable and readily accessible to the public.

**Strategy:**

Build an enterprise Image Geodatabase. The County currently has approximately 300gb of digital image data spanning back into the mid 1970's. The creation of the image database would

allow for more efficient storage and retrieval of the data.

**Objective:**

Develop and maintain a set of Metadata, information about information, for all of the GIS data in the main system.

**Strategy:**

Promote a standardized metadata format. By developing metadata files, the Frederick County GIS Program will be able to comply with State and Federal requirements and standards for GIS data development and distribution. Staff members will work closely with the State GIS office to ensure that the metadata that is created for each dataset meets state requirements.

**Objective:**

To promote GIS use and increase the number of GIS end-users within the county system.

**Strategy:**

Develop in-house training programs. The County's GIS staff will conduct one-on-one or small group training sessions as needed at the GIS Divisions location for those individuals who do not currently have the capability to do so in their own work area, and conduct training on-site for those individuals or departments with the computers and software needed to perform GIS tasking.

**Strategy**

Lead the GIS User Group in future development. The GIS staff will assist the group in designing and developing any future GIS interests and provide constructive suggestions and guidance. Staff will research and query other GIS agencies in an effort to avoid re-inventing the wheel in GIS development.

**Strategy:**

Provide assistance to other departments and end-users. Experience and expertise in GIS use will be gladly shared to assist end-users in design, analysis, and project development specific to the user. Departments and individuals may freely utilize the GIS staff to produce GIS products if they have no means to do so themselves.

**Strategy:**

Develop personalized and user-friendly GIS interfaces. GIS staff will assist end-users in software installation, customization, and working up a system feel that is complimentary to the end-users desires and tasking.

**Objective:**

Provide easy access to geographic data for County staff and Citizens that are not GIS trained.

**Strategy:**

Expand the online mapping applications. Taking advantage of the ELA and the local government data model expand the number of mapping applications GIS supports online -with the release of the Tax Mapping Service, and the Parks Map finder application.

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**GOAL:** To continue to provide occasions for public involvement and GIS education.

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**Objective**

Involve the public in GIS development and promote GIS awareness. Provide hands-on involvement in learning and using GIS.

**Strategy**

Conduct annual GIS Day. Work with County staff and County School administration to provide annual education opportunities for the community as a whole on the benefits of GIS.

**Strategy**

Work with local colleges in GIS course and program development. Continue to work with Lord Fairfax Community College and Shenandoah University in the promotion and development of GIS curriculum and continue to support professors through presentations to classes on Frederick County's GIS program.

**Strategy**

To work with Service Learning Students from the local High Schools. Develop project ideas that would encourage students to choose IT and GIS related design and studies

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**GOAL:** Further the advancement of the County's Document management system.

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**Objective:** Expand the use of Laserfiche into other departments.

**Strategy**

Implement Laserfiche into NRADC. By working with NRADC staff and Unity Business systems complete implementation of Laserfiche.

**Strategy**

Implement Laserfiche in Treasurers office. By working with MIS staff implement LaserFiche that can be used by treasurer's office to aid in collection process.

**Strategy**

Implement Laserfiche in Fire and Rescue. By working with Fire and Rescue staff to design and implement a Laserfiche set up that enables the storage and retrieval of documentation to support the Fire Marshal's Office.

**Objective:** To integrate GIS and Laserfiche.

**Strategy**

Installation of Geodoc's. With working with Unity Business systems install and implement Geodocs to enable the integration of Building permit and planning documents with our GIS web mapping systems.

# **Information Technologies**

## **Executive Summary**

**Walter T. Banks, IT Director**

The purpose of the Information Technology (IT) Department is to implement and deliver services that support the strategic mission and goals set by the Board of Supervisors (BOS) and Administration leadership of Frederick County.

This work program is part of an overarching planning process that ensures the following:

- A shared vision for Information Technology that is consistent with the county's vision, mission and goals.
- Alignment of technology initiatives with organizational priorities.
- Dissemination of knowledge about technology needs and constraints (today and future).
- Address operational needs through the use of technology- COOP readiness, mobile access, broadband access...etc.
- Identifying required funding levels for technology.

While technology continues to play an integral part in county related activities, government trends show initiatives that focus on the integration of people, processes, and technology will deliver the most value and benefit. To further articulate this point, value and benefits translate into more streamlined processes, as well as, timely access to better information to make better decisions. This allows the county to deliver more value-added services to its citizens and improve efficiency.

## Planning Process Overview

The strategic aspect of the planning process is to develop a vision for technology for Frederick County by continuously evaluating feedback from the community, BOS, and staff to identify new services and make improvements with existing services. Furthermore, in this process we compare ourselves to other “like” government organizations, both in Virginia and nationally. All of these factors are routinely evaluated and aligned with the priorities and goals of Frederick County.

The tactical/operational aspect of the planning process ensures that technology initiatives are planned, selected, and managed at an institutional level and are sustainable from a fiscal, people, and process resource perspective to ensure ongoing successful delivery of services.

To ensure an effective process for determining and prioritizing user technology needs, Frederick County Information Technology Department has established several committees that focus on the planning and delivery of new technology initiatives. These committees work under the guidance of the BOS IT committee, Informational Technology Working Group and Technology Steering Committee which provides the prioritization, direction and resources for technology initiatives.

We will continue to deploy information technologies that provide tangible, measurable benefits for Frederick County. One area that will assist us in doing so is IT Project Management. IT Project Management is the backbone of successfully deployed enhanced network based services; web enabled software systems and expanded information access tools. IT Project Management also provides seamless, integrated access to information services both in and out of the county local network. As outlined in this plan as a high priority, Frederick County is committed to remaining a technologically advanced organization supporting the county mission and goals.

This work plan will be evaluated and updated annually, allowing the opportunity to review and adjust to changing conditions. As Frederick County continues to evolve, its needs and priorities will change, and this plan will be revised accordingly to reflect changes to priorities and goals.

# **Frederick County, Virginia - Information Technologies**

## **MISSION STATEMENT:**

“The mission of Information Technologies (IT) is to lead in the development and management of an Enterprise technology system - central to all Frederick County departments; ensuring that information and geographic data can be shared across all functional levels and management hierarchies; and eliminating information fragmentation, caused by networking multiple information systems, through creating a centralized data warehouse and a standardized software/ hardware infrastructure, while protecting assets through intensified network security.”

## **VISION STATEMENT:**

“The Vision of Frederick County, Virginia, Information Technologies is to provide a secure and fully operational county-wide electronic information system - that supports every county employee or citizen that needs and uses county digital data; that improves organization operations and efficiency; that exceeds the high accuracy and standards required by today’s State and Federal guidelines; that stays current with state and national trends in electronic technology and data management; that encourages participating users to excel in seeking out new standardized technologies; and to build expertise and teamwork to improve data storage and distribution required in decision making within the County of Frederick.”

## **CORE VALUES:**

The IT Director and the Deputy-GIS Manager will strive to ensure that all employees of the department recognize and adhere to Frederick County’s Core Values:

1. To understand the importance of clear communication and the willingness to listen through respect, honesty, trust, and integrity.
2. To respect the County’s cultural diversity and provide effective and efficient service with dependability, a willingness to accept change and dedication to cost effectiveness.
3. To formulate and apply regulations, policies and procedures that is fair, consistent, and flexible.
4. To provide a safe and secure working environment for our professional employees.
5. To work diligently on providing county citizens with an accurate and efficient structure numbering system that will ensure timely response during emergencies and times of need.
6. To be accountable and dedicated in responsibly conducting county business and properly handling funding appropriated for the IT budget.
7. To work diligently in providing options and future planning for IT advancement.
8. To provide an IT support system that promotes equality, freedom, and genuine concern for all of Frederick County’s employees and citizens.



# Information Technologies - Department Description:

Information Technologies is the steward of the IT Strategy Plan and works with the five advisory and management committees: BOS IT Committee (newly created), IT Steering Committee, Web Committee, GIS Users Group and the IT Working Group. IT staff working with and through the IT Working Group (ITWG) develops IT policies regarding Internet Use, System Security and Use, and Technology Procurement. High priority objectives include system security, Network high availability, standardized software and hardware, planning and procurement toward a centralized or Enterprise Technology system, efficient asset and resource management. The administration of IT services fall into the following areas;

**Administration** - Provides office and personnel administration and management, finance and budget administration, software and technology procurement, meeting coordination, file management, program and project management, internet reporting.

**Walter T. Banks, IT Director**

Alisa Scott, Administrative Assistant I

**Network** – Provides system planning, development, installation and maintenance, hardware and software research, procurement and installation, cabling and routing management, server and data storage systems, system security, Internet access, email access, maintenance and trouble shooting, phone system management, backup and disaster recovery;

**Michelle Nugent, Network Operation Supervisor**

Craig Grubb, Network Technician

Brett Farmer, PC Technician

Vacant, System Analyst – Public Safety Building

Bobby Williams, PC Technician

**Geographic Information Systems (GIS)** - Provides geographic data development and management, database administration, web mapping site and content development and management, IMS server, GIS server, mapping production, addressing (house number assignment, road name approval), location information management and software license management;

**Patrick Fly, Deputy – GIS Manager**

Hsuan-Jung “Ellen” Peng, GIS Analyst Programmer

Andrew Farrar, GIS Technician

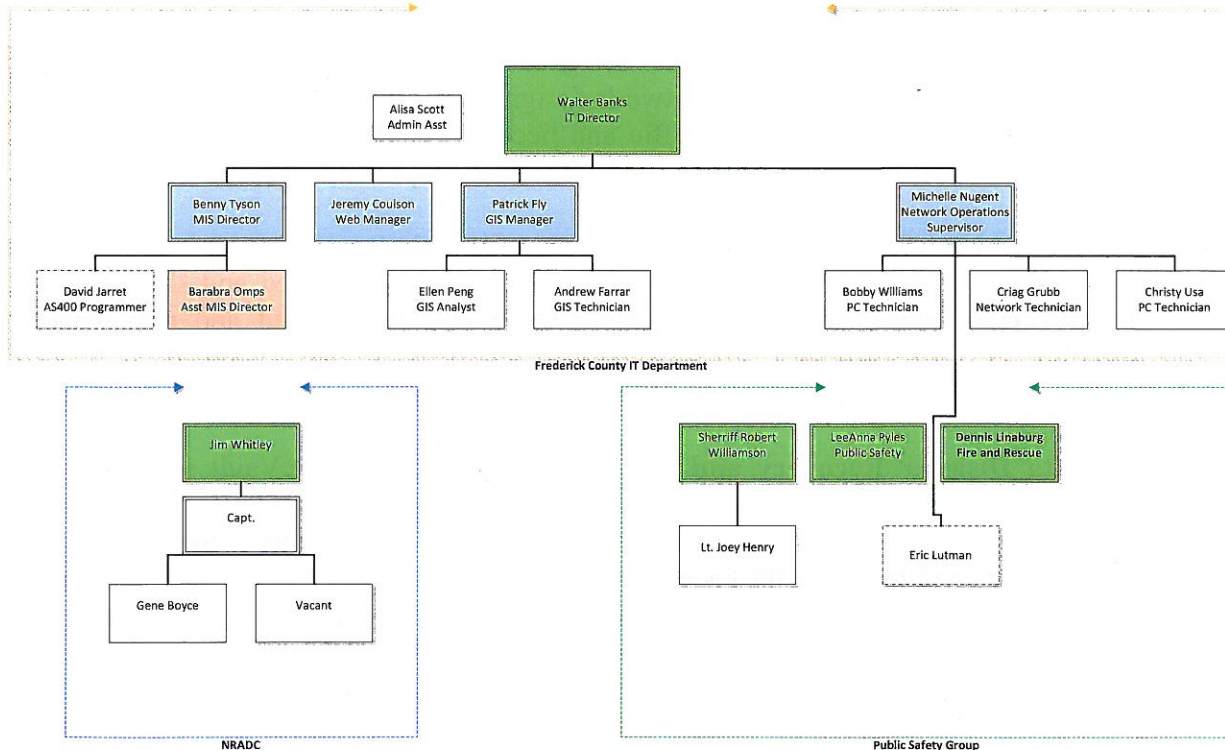
**Management Information Services (MIS)** - Maintain the IBM I Series Server which provides the needs of all departments with the software and resources for budget general ledger, accounts payable, payroll, human resources, tax billing, collection, reassessment, permits, inspections, business licenses, online tax payments, tax information and real estate personal property tax records.

**Benny Tyson, MIS Director**  
 Barbara Omps, Asst. MIS Director  
 David Jarret, AS400 Programmer

**WEB** - The County's Webmaster provides design and development support to all other departments desiring a Web or Internet presence. This position chairs the Web Committee and leads in developing the "corporate" look or standardized interface of the County's Websites.

**Jeremy Coulson, Webmaster**

### IT Organizational Chart



# **I IT – NETWORK DIVISION – 2014 WORK PROGRAM**

- A. **SYSTEM SECURITY** – The number one priority of Information Technologies is to provide a secure system for the transfer and storage of general and sensitive data.
- B. **NETWORK MANAGEMENT** – Staff members maintain a vast network of wiring, servers, computers and peripherals, within the Central office, Public Safety Building and NRADC facilities. These facilities have connections between one another and the Frederick County Schools via Comcast fiber. The main Internet access point for county staff members is run through the Frederick County Schools IT Department.

Staff has completed the design and implementation of a Network Operations Center (NOC). Servers have been reconfigured to rack mounted systems, coupled with centralized wiring which has created an industry standard server room.

The VoIP project set to begin in April is designed to take advantage of the NOC project and elevate from a layer2 to a layer3 network design. This will allow our network to make logical decisions about network traffic and become “traffic type aware”. This simply means to make decisions for traffic bandwidth based on priority and need.

- C. **DATA MANAGEMENT** – Databases, graphic files, photography, word processing and geographic information files are just a few of the file types stored and shared between county departments. The servers hosting these files are located and maintained by Information Technologies. These server locations have been updated to a virtual environment and thus maintain a lower cost of ownership- easier to power and manage.
1. **Data Disaster Recovery and Risk Management.** An ArcVault server has been installed. After 2 years in the system, this system has been found inadequate to handle the amount of back-up jobs being requested by departments. Staff is currently working on redesigning the backup system and pursuing funding to create a disk driven backup and off-site redundancy. We are vetting several options at this time.
  2. **Data protection, encryption and security.** Run periodic discoveries on data systems to identify personal data at risk and secure it or remove it from the network. IT strives to meet Federal and State mandates for the protection of Personal Identity Information (PII). We have moved to include a data services and equipment security audit as a new policy. **We look to incorporate 2 audits per year beginning in 2014.**
- D. **ENTERPRISE TECHNOLOGY** – In order to receive optimum pricing, ease of procurement, delivery and maintaining finance records, standardization and regulation of

technology procurement is key. IT provides the principle focus on hardware and software procurement and installation. Multiple purchase discounts and volume licensing is actively sought by IT staff through using technology standards and select state contract vendors. We have continued to strengthen and press to be involved in any technology purchases that the county will eventually service.

1. **Document Imaging.** Various county departments have bought into a centralized system for scanning and storing of all types of documents. The associated storage system allows for a secure shared directory system. We plan to expand this moving forward 2014-2015.
2. **Inventory.** An inventory of all software and hardware attached to or connecting to the county network has been conducted and assessed. At present state we continue to take opportunities to virtualize services and application to ensure they will be highly available in the event we are in a recovery scenario.
3. **Equipment and software to ensure licensing compliance.** This project is an effort to find common threads in technology which would allow and encourage departments and staff to use common enterprise technology.
4. **Encryption.** Enterprise software is in place to assist in encrypting and protecting data stored on components connected to the network.
4. **Training.** Staff is looking at creating training in-house training facilities and providing in-house training for technology associated topics. We will look to send 1 staff member to become VoIP certified and provided additional training to positions supporting phone system administration.

E. **SUPPORT AND SERVICE** – A core group consisting of a network analyst and a PC technician provide technology support to the bulk of the County's agencies. An additional staff member works exclusively as IT's representative in the Public Safety Building.

1. **Help Desk.** Through the budgeting and work program processes, staff has come to realize that the Help Desk provides a concise history of work logged. Staff members are utilizing database information in establishing histories of equipment maintenance. We are migrating the Public Safety building on to a central Helpdesk software as to track trends and equipment failure.
2. **Micro Main.** A facility and maintenance based help desk has been installed and configured. A room numbering system to identify resources has been put into place. Staff throughout the Kent building and some satellite agencies can enter a maintenance request through the Intranet system, allowing Maintenance staff to quickly locate and repair resources or assist in maintenance requests.

## II IT - GIS DIVISION - 2014 WORK PROGRAM

- A. **ENTERPRISE SYSTEM** - The GIS Division is responsible for the enterprise implementation of GIS for Frederick County. This includes providing data, software and support to all County agencies that need GIS.
1. **GIS Software.** GIS is responsible for maintaining the County account with ESRI for GIS software and support. Software is purchased on a concurrent licensing system with the licenses stored on a central GIS server and managed using a license manager. This system has been upgraded to the latest release and the overall agreement upgraded to a full enterprise level agreement. We have and will continue to look for partners to offset the cost of moving to the larger agreement. Both the sanitation authority and the NSVRC have been brought into our new model.
  2. **Central Data Warehouse.** Working in conjunction with the Network Division the GIS is creating and maintaining a central data repository. The repository is made up of three primary software packages: SQL Server 2008, ArcSDE and ArcServer, allowing GIS data to be stored in a relational database environment.
  3. **County Wide Geodatabase.** The GIS Division with the input of the GIS Users Group is implementing a County wide Geodatabase that is stored in the data warehouse. All data is cataloged and categorized into functional datasets across departmental lines, enabling all GIS data to be accessed and edited by multiple users in different offices simultaneously.
- B. **STRUCTURE NUMBERING-** The GIS Division has been appointed as the responsible agent for the assignment, documentation, mapping, management, distribution, and enforcement of road naming and structure numbering as delineated in Chapter 56 of the Frederick County Code.
1. **Structure Numbering Assignment.** The GIS Division is responsible for assignment of structure numbering for all occupied structures and businesses in Frederick County.
  2. **Structure Number Recording, Distribution, and Management.** Staff members keep detailed records on number assignment and send out notifications on newly numbered subdivisions to over 20 agencies. Staff also maintains an online list of new address assignments which can be queried and used by other agencies and staff for updating their records.
  3. **Structure Numbering Violation Enforcement.** Staff is responsible for recording and following up with formal complaints received concerning ordinance violations.
- C. **ROAD NAMING-** Coordination, selection and management of the Official Frederick County Road Names list is assigned to the GIS Division of Information Technologies.



1. **Request for New Road Names.** The division reviews all requests for new road name installations to ensure that no new road names are accepted into the system as duplicates. A master road name list is kept and checked against all road name requests. New road names are drawn into the system and sent to the Real Estate office for inclusion into the tax parcel mapping. Files are kept on all road name requests, which include plans, letters, memos, and phone messages

#### **D. DATA DISTRIBUTION**

1. **Printed Production.** There are four HP 1050C full-color inkjet printers in the County's GIS. These machines allow for the production of paper maps in sizes from 8.5" x 11" to 34" x 44" and in a variety of media. The GIS Division also has a color laser printer connected to the network for all GIS staff.
2. **Digital Distribution by Internet, CD, DVD.** Many request for the County's GIS data is to have it delivered in digital format. Files are being distributed over the internet via E-mail and FTP. The division also has the capability to produce this data on CD's and DVD's when necessary.

#### **E. DEPARTMENT AND AGENCY SUPPORT-** GIS staff assists any and all of the County's departments that require or request assistance in the performance of GIS tasks.

1. **Production of Final Products in Digital and Printed Form.** Layout and design of existing data and analysis is provided in printed product, or in a digital form suitable to be used in presentations.
2. **Complete Project Management and Production.** Staff members perform projects, for other departments, agencies, and the public, from the concept and design stage to full analysis and final product production.
3. **Training and Customization.** In-house training at the GIS Division or other locations is conducted on individual or small group basis. Staff members assist other agencies in customizing their GIS software interfaces to reflect and accomplish specified tasking.

#### **F. PUBLIC ACCESS** - The GIS Division continues to investigate and develop methods, whereby, the general public that does not have direct access to the County's LAN may have access to the GIS data, basic analysis, and printing of simple map products.

1. **GIS Division Web Pages.** The GIS Division web pages are currently hosted on the Frederick County web site and are maintained by department staff.
2. **Intranet and Internet Access.** Staff members continue to study and evaluate web sites, services, and capabilities offered by similar local government agencies in an effort to mainstream the County's interactive mapping and GIS web pages.
3. **ArcGIS Server and ArcIMS Development.** ArcIMS and Freeance have been used to create, install and distribute the new Frederick County Interactive Mapping Site. The web site is currently two services provide for general public access, with 2 additional

services available only to County staff. These services provide a wide range of vector and raster data on Frederick County. New ArcGIS Server sites using the .NET and Flex are planned for release. The new sites will slowly replace the ArcIMS technology.

#### **G. OTHER-**

1. **Metadata Development and Maintenance.** The staff will continue to develop and update metadata based on state and federal standards ensuring Frederick County, GIS data is compliant at all levels.
2. **State and Federal Coordination.** GIS staff handle inquiries for data and data exchange from such agencies as VDOT, VDHR (Historic Resources), VDEM (Emergency Management), VGIN (Geographic Information Network), E-911 Wireless Board, SCS and the USDA. GIS also has a working agreement with FEMA to update the Flood Zone Maps.
3. **Professional Memberships.** GIS staff have memberships in the following professional organizations:
  - a. Shenandoah Valley GIS Users Group
  - b. VGIN ( Virginia Geographic Information Network)
  - c. VAMLIS (Virginia Association of Mapping and Land Information Systems)

### III IT – WEB DEVELOPMENT - 2014 WORK PROGRAM

**INTERNET/INTRANET SERVICES** – In addition to chairing the Web Committee, the Web Master designs, develops and maintains County web pages and Internet/Intranet services. Some web pages and services are developed and maintained by other department staff, under the direction of the Web Master and Committee.

1. **Internet Web Site.** The Web Master, with assistance from the Web Committee members, maintains an external website. The Webmaster develops custom applications in-house to extend the functionality of the website. The Webmaster regularly refines the functionality and appearance of the website. The Webmaster is anticipating completion of the new website in July 2014. **Intranet Web Site.** The Web Master maintains an internal Web based application for County staff members to access departments such as calendars, general employee information, Finance Policies, Human Resources forms, Maintenance MicroMain Help Desk, IT system status, and IT Help Desk services. Access to the intranet is limited to users on the internal network or users who authenticate with Active Directory credentials from outside.
2. **Internet Access.** Staff members have installed a County IT managed proxy server with Active Directory for the management of staff user access to the Internet, system documentation, inventory and maintenance. Monthly usages reports are now produced for the County Administrator. Internet demand is quickly outpacing County infrastructure, staff is investigating strategies for increasing services.
3. **Exchange email services.** IT maintains an Email Exchange server and archives all incoming emails, to meet State VITA requirements. We are looking to complete of email system upgrade (from Exchange 2003 to 2010 in May-June 2014).
4. **Web transition to content managed system.** In December the Web committee made the decision to transition from standard format web to the interactive content management platform. This transition will begin at the end of March 2014 and be completed by July 1, 2014. This will allow the county to begin to provide more administration and mobile access to the information it provides.



## IV MIS

**Mission Statement:** The goals of the MIS Department of the County of Frederick relate to and compliment the business goals of the County. The mission of this office is:

- Maintain the IBM ISeries Server which provides the needs of all departments with the software and resources for Budget, General Ledger, Accounts Payable, Payroll, Human Resources, Tax Billing & Collection, Reassessment, Permits & Inspections, Business Licenses, Internet On-line Tax Payments & Tax Information, and Real Estate & Personal Property Tax Records.
- To provide services of outstanding quality to all County departments.
- To minimize costs that is borne by the taxpayers of Frederick County.
- Provide leadership and guidance in the acquisition of current and emerging technologies by providing hardware and software solutions to the department's needs and staying aware of new technology developments and assessing their ability to be used by the County.
- Continue to maintain and develop web-based applications in-house such as online forms and applications as well as helping with the design and concept of web based packages such as Treasurer's Collection Module.
- Provide sufficient training to County employees to enable them to provide a high level of service to the County. Training for the Bright package will be taught by departmental staff and/or MIS staff when needed. Any systems developed in-house will be trained by MIS staff.

**Department Organization:** This department currently has a staff of three employees. A Director, a Deputy Operations Supervisor and an ISeries Programmer.

### **Director**

- Responsible for the entire operation of the department.
- Oversees the IBM ISeries Server.
- Provides all of the in-house programming as needed by the various departments for the IBM ISERIES SERVER.

### **Deputy Operations Supervisor**

- Provides for the operation of the IBM ISERIES SERVER such as the running of payroll for both the County and Social Services and the running of accounts payable for both entities also.
- Runs the landfill billing.
- Maintains and sends the Treasurers prepay tax collections and Parks and Recreations day care payments to the bank for withdrawal from the

- participants' checking accounts.
- Provides help to all users of the Bright software package with any problems they may be having.

### **ISeries Programmer**

- Provides programming development and support for all phases of the ISeries. This support includes web based programs and on-line applications.

## **V Project Management**

The Project Management need is emerging in counties to ensure successful IT projects are completed **on time and within budget**. Other similar sized counties recognize Project Managers in their personnel classification system and award certificates customized for its Project Management Operations upon training completion.

Project Managers by definition employ knowledge about technical best practices as well as having the skills required to effectively measure and report on projects. These skills are normally certified through the Project Management Institute (PMI).

Frederick County recognizes the importance of Project Management as a key role in not only its IT organization, but in terms of County-wide projects. The IT department has formulated a strategy to bring Project Management skills to key staff members within the organization.

There are three IT projects that require an understanding of different technical aspects and a more in-depth understanding of how to translate the technical aspects into layman's terms. These three IT projects also require a Project Manager to ensure high quality project outcomes. The important projects that are currently in process are the Voice over Internet Protocol Phone and Network Upgrade Project, the Telecommunications Planning Services Project, and the Microsoft Exchange Upgrade Project.

## Information Technologies - 2014 WORK PROGRAM RESPONSIBILITIES AND DUTIES MATRIX (RACI)

	DIR	SEC	GIS MGR	ANY/ PROG	GIS TECH	BUS ANY	NET ANY	PC TECH	PSB ANY	WEB MSTR
<b>GENERAL OFFICE MANAGEMENT</b>										
General IT Mgt.	LEAD		X							
General IT Supervision	LEAD		X							
HR Evaluations	LEAD		X							
Personnel Records	LEAD	X	X							
Time Sheets	LEAD	X	X	X	X	X	X	X	X	X
Weekly Status Reports	LEAD	X	X	X	X	X	X	X	X	X
Public Reception	X	LEAD	X	X	X	X	X	X	X	X
Phone Reception	X	LEAD	X	X	X	X	X	X	X	X
Correspondence	X	LEAD	X	X	X	X	X			X
Mail Distribution	X	LEAD	X							
In-House Distribution	X	LEAD								
Meeting Minutes	X	LEAD	X							X
Record Keeping	X	LEAD	X	X	X	X	X			
File Management	X	LEAD	X	X	X	X		X		
File Scanning	X	LEAD	X	X	X					
Office Supplies	X	LEAD								
BOS Presentations	LEAD		LEAD	X	X					X
<b>TRAINING AND STAFF DEVELOPMENT</b>										
Admin Library	LEAD	X								
Technical Library		X				X	X	LEAD	LEAD	X
GIS Library		X	LEAD	X	X					
Admin Training	LEAD		X							
Technical Training						X	LEAD	X	X	
Software Training						X	LEAD	X		
GIS Training			LEAD	X	X					
Web Training				X						LEAD

PLANNING AND POLICY DEVELOPMENT										
IT Working Group	LEAD	X	X			X	X	X	X	X
IT Plan	LEAD	X	X	X	X	X	X	X	X	X
IT Policies	LEAD	X	X				X		X	X
Work Program	LEAD	X	X	X	X	X	X	X	X	X
Project Planning	LEAD	X	LEAD	X	X	X	LEAD	X	X	LEAD
PROCUREMENT, ENTERPRISE AND STANDARDIZATION										
Hardware Research	LEAD	X	LEAD			LEAD	LEAD	X	X	X
Software Research	LEAD	X	LEAD	X	X	LEAD	LEAD	X	X	X
Software Compliance	LEAD	X	X			LEAD	X	X	X	X
Hardware Procurement	LEAD	X	LEAD			X	LEAD	X	X	X
Software Procurement	LEAD	X	LEAD			X	LEAD	X	X	X
Network Procurement	LEAD	X	X				LEAD	X	X	X
FINANCE AND BUDGET										
Budget Development	LEAD	X	X			X	X		X	
Budget Management	LEAD	X	X							
P-Card Management	X	LEAD			X					
Bill Proc. & Payment	X	LEAD								
Deposits	X	LEAD								
RFP & RFB Prep.	LEAD	X	X				X		X	X
CENTRAL NETWORK OPERATIONS										
Network Security	X		X			X	LEAD	X		X
Active Directory	X		X	X	X	X	LEAD	X	X	X
External Access						X	LEAD	X	X	
VPN Services							LEAD	X	X	
Network Design	LEAD		X				X	X	X	X
Network Documentation	LEAD		X				LEAD	X	X	X
Network Installation	LEAD		X				LEAD	X	X	

Network Management	LEAD		X				LEAD	X	X	
Software Storage	LEAD		X			X	X	X	X	
Cisco Switches	X		X			X	LEAD	X		
Wiring/Connectivity	X		X			X	LEAD	X	X	
<b>TECHNICAL SUPPORT</b>										
Hardware Installation	X		X			X	X	LEAD	X	X
Hardware Maintenance	X		X			X	X	LEAD	X	X
Software Installation	X		X	X	X	X	X	LEAD	X	X
Software Maintenance	X		X	X	X	X	X	LEAD	X	X
Trend Micro/Anti Virus							LEAD	X	X	
WSUS - Windows Updates							LEAD	X	X	
									X	
<b>SERVER TECHNOLOGIES</b>										
Server Design	X		X	X			LEAD	X	X	X
Server Procurement	X	X	X				LEAD	X	X	X
Server Installation	X		X	X			LEAD	X	X	X
Server Management	X		X	X			LEAD	X	X	X
Archive Server	X		X				LEAD	X		
St. Bernard Proxy	X						LEAD	X		
GIS SDE Data Server			LEAD	X	LEAD		X			
GIS IMS server			X	LEAD	X		X			

**IT 2010 WORK PROGRAM - Page 36**

FREDBACK (Back-up)			X				LEAD			
FREDLF (Laserfiche)			LEAD			X	X			
HR (Human Resources)			LEAD				X			
Parks Web Server							LEAD	X		X

Parks Data Server							LEAD	X		X
Web Server (WWW2)							X	X		LEAD
Treasurer Server							X	X		LEAD
Commonwealth VCAIS							LEAD	X		X
Planning & Dev.							X	X		
Exchange Server							LEAD	X	X	
System Backups			X				LEAD	X	X	X
Arcvault			X				LEAD	X		
<b>ASSET MANAGEMENT AND DOCUMENTATION</b>										
Asset Navigator	X						LEAD	X	X	
Inventory							LEAD	X	X	X
Help Desk	X	X	X	X	X		LEAD	X	X	X
Knowledge Base							LEAD	X	X	
Asset Disposal - e-Cycling							LEAD	X	X	X
<b>DATABASE DEVELOPMENT AND MANAGEMENT</b>										
Database Admin	X		LEAD	X	X					X
Database Design	X		LEAD	X	X				X	X
Database Mgt	X		LEAD	X	X		X		X	X
Database Maint.	X	X	LEAD	X	X				X	X
<b>DOCUMENT IMAGING</b>										
Document Imaging	X		LEAD				X			
Laserfiche	X		LEAD							
QuickFields	X		LEAD							
Scanning Technology	X		LEAD				X			
Scanner	X		LEAD				X			

Research										
Scanner Install	X		LEAD				X	LEAD		
Scanner Maint.	X		X				X	LEAD		
GeoDocs			X	LEAD						
<b>SPECIALIZED PROJECTS, PROGRAMS AND SYSTEMS</b>										
MicroMain							X	LEAD		X
CaseFinder							X	LEAD		X

Keyscan - Security	X		X			LEAD				
<b>PHONE SYSTEM</b>										
Phone System Installation								X		X
Phone System Maint.								LEAD		X
<b>INTRANET, INTERNET - WEB DEVELOPMENT AND MANAGEMENT</b>										
Web Committee		X		X						LEAD
County Website Dev.										LEAD
County Website Maint.				X						LEAD
DotNetNuke										LEAD
E-Government Day	X	X		X	X	X	X	X	X	LEAD
<b>INTERNET ACCESS AND MANAGEMENT</b>										
Proxy Management	X					LEAD	X	X	X	
Internet Use Reporting	X		X			LEAD	X			X
<b>EXCHANGE AND EMAIL SERVICES</b>										
Trend Micro ScanMail							LEAD	X		
GFI Mail Archiving							LEAD	X		
Mailbox Realtime Recovery							LEAD	X		
Exchange Management							LEAD	X		
User Accounts							LEAD	X	X	

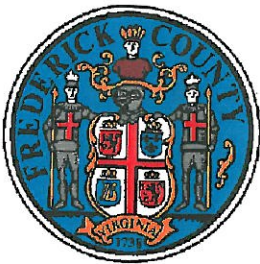
Shared Folders							LEAD	X	X	
<b>GIS OPERATIONS</b>										
GIS Users Group (GUG)	X	X	LEAD	X	X					
General Inquiries	X		X	X	LEAD					
Public Assistance	X	X	X	X	LEAD					
Interface Customization			X	LEAD	X					
Data Dictionary Mgt.			X	X	LEAD					
GIS Day	X	X	X	X	LEAD					X
<b>GIS DATA DEVELOPMENT</b>										
Data Acquisition			LEAD	X	X	X				
GPS Data Collection			LEAD	X	X	X				
Meta Data Creation			X	X	LEAD	X				
Digitizing			X	X	LEAD	X				
Data Construction			X	LEAD	X	X				

Data Construction			X	LEAD	X	X				
Data Conversion			X	LEAD	X	X				
Geodatabase Development			LEAD	X	X	X				
<b>GIS DATA DISTRIBUTION AND SERVICES</b>										
Data Analysis			X	LEAD	X	X				
Printed Media Production			X	X	LEAD	X				
Digital Media Production			X	X	LEAD	X				
Custom Mapping			X	LEAD	X	X				
<b>INTERACTIVE MAPPING SERVICES</b>										
Interactive Mapping			X	LEAD	X					
Base Map Service			X	LEAD	X					
Ortho Mapping Service			X	LEAD	X					



Stephen City Service			X	LEAD	X					
Middletown Service			X	LEAD	X					
Polling Places			X	LEAD	X					
Inspections Internal Service			X	LEAD	X					
Custom Development			X	LEAD	X					
<b>ADDRESSING - ROAD NAMING AND STRUCTURE NUMBERING</b>										
MDP Plan Review			X	X	LEAD					
Site Plan Review			X	X	LEAD					
Subdivision Plan Review			X	X	LEAD					
Road Naming		X	X	X	LEAD					
New Name Requests			X	X	LEAD					
Name Change Requests			X	X	LEAD					
Name Removal Requests			X	X	LEAD					
Name Assignment			X	X	LEAD					
Roads dBase		X	X	X	LEAD					
Agency Notification			X	X	LEAD					
Structure Numbering			X	X	LEAD					
Number Assignment			X	X	LEAD					
Address Notification		LEAD	X	X	X					
Address dBase		X	X	X	LEAD					
Violation Enforcement			LEAD	X	X					
Primary Investigation			X	X	LEAD					
Primary Enforcement			X	X	LEAD					
Secondary Investigation			X	X	LEAD					
Secondary			X	X	LEAD					

Enforcement										
Criminal Complaint	X		LEAD	X	X					
Court Appearance	X		LEAD	X	X					



## COUNTY OF FREDERICK

Information Technologies / MIS

Charles B. Tyson, Jr. - Director

540/665-5620

Fax: 540/722-2169

E-Mail: BTyson@co.frederick.va.us

# MEMORANDUM

**To:** Walter Banks IT Director

**From:** Charles B. Tyson, Jr. Director of MIS

A handwritten signature in black ink, reading "C. B. Tyson, Jr.", is positioned to the right of the "From:" line.

**Date:** March 31, 2014

**Re:** Annual Work Program

**Mission Statement:** The goals of the MIS Department of the County of Frederick relate to and compliment the business goals of the County. The mission of this office is:

- Maintain the IBM ISeries Server which provides the needs of all departments with the software and resources for Budget, General Ledger, Accounts Payable, Payroll, Human Resources, Tax Billing & Collection, Reassessment, Permits & Inspections, Business Licenses, Internet On-line Tax Payments & Tax Information, and Real Estate & Personal Property Tax Records.
- Maintain the IBM ISeries Server which provides the High Availability Disaster Recovery for the production ISeries Server.
- To provide services of outstanding quality to all County departments.
- To minimize costs that is borne by the taxpayers of Frederick County.
- Provide leadership and guidance in the acquisition of current and emerging technologies by providing hardware and software solutions to the department's needs and staying aware of new technology developments and assessing their ability to be used by the County.

- Continue to maintain and develop web-based applications in-house such as online forms and applications as well as helping with the design and concept of web based packages such as the Open Enrollment.
- Provide sufficient training to County employees to enable them to provide a high level of service to the County. Training for the Bright package will be taught by departmental staff and/or MIS staff when needed. Any systems developed in-house will be trained by MIS staff.

**Department Organization:** This department currently has a staff of three employees. A Director, a Deputy Operations Supervisor and an ISeries Programmer.

#### Director

- Responsible for the entire operation of the department.
- Oversees the IBM ISeries Server.
- Provides all of the in-house programming as needed by the various departments for the IBM ISERIES SERVER.

#### Deputy Operations Supervisor

- Provides for the operation of the IBM ISERIES SERVER such as the running of payroll for both the County and Social Services and the running of accounts payable for both entities also.
- Runs the landfill billing.
- Maintains and sends the Treasurers prepay tax collections and Parks and Recreation day care payments to the bank for withdrawal from the participants' checking accounts.
- Provides help to all users of the Bright software package with any problems they may be having.

#### ISeries Programmer

- Provides programming development and support for all phases of the ISeries. This support includes web based programs and on-line applications.
- Also provides support in the day to day operation of the ISeries



During tax season the Director and Deputy Director provide the support needed to print the tax bills as this process takes about seven or eight workdays and four laser printers.

We each have our specific duties but every effort is made to make sure that the other person has the ability to cover for each of us.

**The following is a list of objectives that the MIS Department plans to accomplish in the coming year:**

1. Print in excess of 44,000 Real Estate tax bills and approximately 70,000 Personal Property tax bills, 3,400 Sanitary District bills and 136 Star Fort Fees for the first half billing. We will print over 110,000 second half reminders for Real Estate, Personal Property, Sanitary District and Star Fort Fees. We will also print about 14,000 delinquent notices for Real Estate and Personal Property.
2. Continue to assist each department with any difficulties they may encounter with the operation of the IBM ISERIES SERVER, or with the Bright & Associates software package.
3. Continue in-house training of employees on any software we are currently using on the IBM ISeries Server. Since we are the first area of support, after the employees in the users department, we will try to answer or train the user that is having a problem with the Bright software or any other software on the IBM ISERIES SERVER or Personal Computer. If the problem is beyond our expertise we will contact the software vendor for assistance.
4. Provide continuing instruction for the IBM Query software, when requested by any employee. This allows users to inquire into information that is available to their department. That information can be selected, sorted and printed. We currently only provide this when asked due to limited staff. We are in the process of installing a wireless access point in the Treasurer's conference room so it can be used as a training area. The Treasurer has volunteered to provide some query instructions to departments.
5. Maintain a well-kept level of backup both daily and weekly for the IBM ISERIES SERVER. We also keep backup tapes at the end of each month and rotate them on a yearly basis. We keep fiscal and calendar year end tape indefinitely. We currently have a disaster recovery plan with the City of Fredericksburg. We each store a backup tape of our entire IBM ISERIES SERVER, off site in a fire proof safe, so that in the event of a disaster we will be able to run critical applications on the other County's system during off hours so as not to impact their operation.

6. Assist departments in the design of software packages and provide the programs to accomplish the department's request.
7. Continue the elimination of pre-printed forms through the use of the FormSprint software, laser printers and in-house programming.
8. Work with the Commissioner's office to eliminate forms that were mailed, and provide for the taxpayers to be able to file and obtain forms on-line.
9. Continue to bar code in-house forms with account numbers so they can be scanned into the document imaging system.
10. Work closely with the Real Estate Office on the reassessment to provide reports as required.
11. Provide reports to the Commissioner of the Revenue to assist in the projection of revenues for budget preparation.
12. Develop a method of creating a PDF form of each and every tax bill generated and provide for the access of that PDF to be displayed online to the requesting taxpayer. This will allow the taxpayer to see the bill exactly as the printed bill looked and not as the online reproduction now appears.
13. Finalize the development of the appraisal field software, Commercial type property, that allows for the use of the Surface tablets in the field to collect the information to be uploaded to the ISeries when returning to the office.
14. Develop a program to assist Assessment with the management of the pictures taken during the reassessment.
15. Modernize Business License online screens.
16. Create online application to allow changes to the states W-4 forms for Virginia and West Virginia.



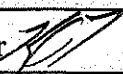
## COUNTY of FREDERICK

**Kris C. Tierney**  
Assistant County Administrator

540/665-5666  
Fax 540/667-0370

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ktierney@co.frederick.va.us

### MEMORANDUM

<b>TO:</b>	John R. Riley, Jr., County Administrator
<b>FROM:</b>	Kris C. Tierney, Assistant County Administrator 
<b>SUBJECT:</b>	2014/2015 Maintenance and Grounds Department Work Program and Summary of Budget Cut Impacts
<b>DATE:</b>	March 24, 2014

#### 2014/2015 Work Program

The Maintenance Department is fortunate to have a dedicated, hard working staff that takes pride in both the appearance of the facilities they maintain and the efficiency of custodial and maintenance operations. The number one goal of the maintenance department continues to be the high level of facility care and cleanliness, attention to detail and timely response to maintenance issues that has been their consistent trademark despite the reduced resources over the last number of years. We have also worked diligently to establish appropriate preventative maintenance programs in an effort to save the County money over the long run.

A summary of activities that will continue with limited interruption are listed below.

#### County Administration Building (CAB)

- Provide daily housekeeping to include emptying trash, vacuuming all office space and corridors and thorough cleaning of restrooms.
- Grounds keeping, including sidewalk snow and ice removal.
- Weekly buffing of tiled floors.
- Once a year floor waxing.
- Routine upkeep and preventative maintenance of all building systems.
- Miscellaneous building repairs, as needed.

#### Old County Court House

- Provide daily housekeeping to include emptying trash, vacuuming of all office space and corridors and thorough cleaning of restrooms.
- Grounds keeping, including sidewalk snow and ice removal.
- Monthly buffing of tiled floors.
- Routine upkeep and preventative maintenance of all building systems.
- Miscellaneous building repairs, as needed.

#### Public Safety Building (PSB)

- Provide daily housekeeping to include; emptying trash, vacuuming of all office space, training rooms, ECC, EOC, forensic lab and corridors and thorough cleaning of restrooms.
- Grounds keeping, including sidewalk snow and ice removal.
- Twice a week buffing.
- Once a year carpet cleaning and waxing of tiled floors.
- Routine upkeep and preventative maintenance of all building systems.
- Miscellaneous building repairs, as needed.

#### Animal Shelter

- Routine upkeep and preventative maintenance of all building systems.
- Building repairs, as needed.

### Maintenance Department Summary of Budget Impacts

We intend to continue with most preventative maintenance and routine custodial tasks, however, we have had to adjust for cost increases in areas such as electric rates, water/sewer rates, cleaning supplies and paper products which, in turn, have forced us to be more conservative and forgo other initiatives elsewhere in our budget. As a result, we have had to eliminate some items such as annual carpet and exterior window cleaning. There are also several non-routine maintenance items that we will again be unable to accomplish due to present budget limitations. These items are summarized below.

Staffing: As a result of budget limitations we have been unable to fill a fulltime custodian position at the County Administration Building that remains vacant since a resignation in 2010. This has put a strain on the maintenance staff which we have “temporarily” address through the “sharing” of a full-time custodian between the Kent Street complex and the Public Safety Building.

In addition to the strain on the custodial staff, the maintenance oversight functions performed by County Administration’s Administrative Assistant grew considerably when the Public Safety Building and Animal Shelter came online. The duties of this position include such things as



processing all invoices and work orders related to custodial and maintenance activities, supplies, and utilities, and administering maintenance contracts for a variety of building systems and equipment maintained under agreements with outside vendors. When the additional facilities which came on-line in 2007 the square footage of buildings maintained approximately doubled. As a result of this there was a corresponding increase in the workload of the Administrative Assistant. This increased workload combined with other added administrative duties has placed a tremendous strain on the ability of a single individual to perform the functions associated with this position. An additional clerical position was requested, but cut from the 2008/2009 budget and although the need has increased over the years since that time, the position has been omitted from subsequent budgets due to the ongoing fiscal constraints.

#### County Administration Building

- **Building Security:** Plans to install additional electronic locks (and the associated card readers to control access) at additional points throughout the County Administration Building continue to be on hold. In addition, no log exists of which employees have been issued keys to which locks. We believe the only way to establish such a register would be to rekey the entire complex. This would be a significant and costly undertaking and has been put off until funding is available.
  - The closed circuit security cameras and associated recording equipment within the complex are dated and do not have the clarity or memory capacity that is desired. An upgrade of this equipment is warranted but is not feasible given other needs within the budget
- **Direct Digital Controls (DDC):** We have held off on installation of digital controls for the roof top units on the four story portion of County Administration Building for a number of years. This device would enable remote monitoring, diagnosis and some system adjustments by the Maintenance Supervisor and reduce dependence on the School system's building and grounds staff.
- **Replacement of water source heat pumps:** Each floor of the older four story portion of the complex has one central unit. The units are original equipment and have exceeded their life expectancy.
- **Reseal expansion joints:** Caulking in all expansion joints on the exterior of the building are overdue to be replaced.
- **Painting:** Areas within the County Administration Building which have been in need for a number of years.

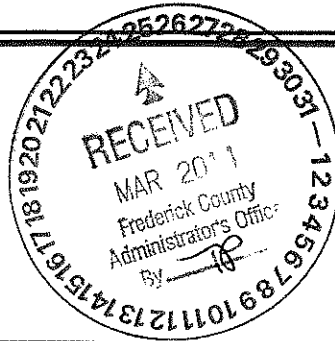
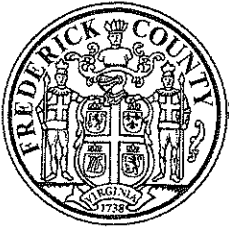
- **Flooring:** A number of areas within the County Administration building still have original carpeting which is in dire need of replacement.

#### Old County Courthouse

- **Heating system upgrade:** The current steam heat system in the Old Courthouse is a source of concern. The system is quite old and some of the existing piping needs to be replaced. Several radiator controls are defective and are not heating properly. The existing control system is obsolete and extremely limited. It would be beneficial to upgrade to a system that is compatible with the system in the north building at the County Administration Building.

#### Public Safety Building

- Several high traffic areas such as training rooms, patrol & briefing areas need painting. The budget for the Public Safety Building was originally built around a building that was under warranty. Since then there have been several budget reductions, we are beginning to struggle to maintain a building that had various repairs and maintenance needs, the cost for which exceed budgeted funds.



## COUNTY of FREDERICK

Parks and Recreation Department  
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e-mail: fcprd@fcva.us

# MEMO

**To:** John R. Riley, Jr., County Administrator  
**From:** Jason L. Robertson, Director  
**Subject:** Executive Summary Fiscal 2015  
**Date:** March 25, 2014

The Frederick County Parks and Recreation Department Fiscal 2015 work program contains multiple items with an eye to the future based on the attached 2012 Frederick County Parks and Recreation Strategic Plan. The strategic plan has identified goals and provides direction to the department for the next five years. Progress with each goal of the Strategic Plan is reviewed annually by the Parks and Recreation Commission. You will also find attached accomplishments from fiscal 2013.

The Frederick County Parks and Recreation Commission in December 2013 requested a 6.19% increase in local obligation for the operating budget, \$ 180,000 for trail construction as per the lease agreement with the Glass Glenn-Burnie Foundation, \$230,000 in capital to address current needs, and the funds needed to complete the top three Capital Improvement Program priorities identified in the Frederick County Capital Improvement Program for fiscal 2015. Annual operating funds allow the department to manage over two hundred recreation programs, five community centers co-located in Frederick County Public School facilities, two regional parks, three neighborhood parks, and the planning required to identify and meet community needs. One of the budgeted items is for a new master plan for Sherando Park. Planning funds are needed as much has changed in Frederick County since the Sherando Park Master Plan was developed in 2002. The population of Frederick County has grown approximately 28%, while many amenities identified in the 2002 Sherando Park Master Plan have not been developed leaving over 150 acres of undeveloped park land within Sherando Park. The significant change in population warrants a new public input process to determine how to best use this land.

The requested \$ 230,000 in capital was to address the deteriorating conditions of the outdoor pool siding at both parks, the pool at Sherando Park, replacement equipment to efficiently maintain 677 acres of Frederick County and Frederick County Public School grounds, relocation of the registration desk in the main office to improve customer service, and the purchase of playground equipment used by Frederick County families. These items were cut from the budget in order to execute the no tax increase strategy. The Parks and Recreation Commission will begin prioritizing the above capital request with one time operating items, including the Sherando Park Master Plan to recommend which priorities are funded.

Requested Capital Improvement Program (CIP) funding was removed as well. This included funding for the two outdoor pools at Clearbrook and Sherando Parks which have served Frederick County residents well since their opening in 1990. The Parks and Recreation staff has kept these facilities looking excellent for the last twenty years. Unfortunately, pools alone no longer meet the expectations of today's population resulting in decreasing attendance numbers. Renovating these pools with slides and splash features will bring the facilities in alignment with county residents' current desires and increase annual revenue.

It should also be noted what was not included in this budget request. The Assistant Director position, originally funded as the Assistant to the Director position in fiscal 2002, was vital in the oversight and success of a smaller department thirteen years ago and still remains unfunded since December 2009. The Assistant Director position, frozen vacant, yet still needed today as when originally approved in 2002, was not requested in the budgeting process as all Frederick County positions were to be evaluated in a salary survey conducted by the Human Resources Department.

## Frederick County Parks and Recreation Fiscal 2013 Accomplishments

- Secured a \$ 25,000 donation for a storage building at Clearbrook Park
- Over 29,000 people attended the Walking in a Winter Wonderland light show in 2012
- An Eagle Scout installed a sidewalk to the Ranger Station in Clearbrook Park
- Park staff constructed the final four days of the Twelve Days of Christmas display for 2013
- Developed one and a half miles of mountain bike trail in Sherando Park utilizing twenty-nine volunteers from Winchester Wheelman, Boy Scout Troop # 22, Stephens City Moose, and an Eagle Scout
- Seventy-eight youth participated in the first Frederick County Parks and Recreation Youth Triathlon held at Sherando Park in June 2013
- Assumed ground maintenance at the new Frederick County Public School Transportation facility. This is one of twenty-two Frederick County Public School facility grounds maintained by Parks and Recreation
- Purchased a twenty passenger bus with proffer funds
- Received a donation of fifty tons of stone for Sherando Park and seventy-five tons of stone for Clearbrook Park from Carmeuse, Inc.
- Staff attended two in-house workshops provided by VaCORP for Frederick County Parks and Recreation regarding incident reports and personal protective equipment
- Entered an agreement with a Wireless Associates to recommend savings regarding cell phone usage at no cost. To date there are no recommendations for cost savings for Parks and Recreation
- Established the Recreation Reserve Fund Policy to begin receiving private donations for the establishment of a recreation assistance pool, capital project pool, and park maintenance pool
- Adopted the 2012 Strategic Plan to guide department direction
- Two staff presented at the 2012 Virginia Parks and Recreation Society Annual Conference regarding the partnership between Frederick County Parks and Recreation and Special Olympics Area 13
- A staff member was recognized as the 2012 Volunteer of the Year by Special Olympics Virginia
- The 13th Annual Father Daughter Dance had 547 participants – most ever
- Two staff members were named Frederick County Employees of the Month for May and June 2013
- One thousand and eighty children participated in pee-wee, youth, and teen basketball
- Clearbrook Park was named as one of the top places to fish by Virginia Living Magazine
- The Parks and Recreation Department Facebook Page surpassed 2,000 fans in Fiscal 2013
- FCPRD Bike Trails were voted "Best in the Valley/Winchester Frederick- County" by Northern Virginia Daily readers
- The Chairman of Parks and Recreation Commission participated in a panel discussion on community participation in local government hosted by the Top of Virginia Regional Chamber

***FREDERICK COUNTY PARKS  
AND RECREATION  
2012 STRATEGIC PLAN***



***(Approved, Dec. 2012 – Frederick County Parks and Recreation Commission)***

## ***FREDERICK COUNTY PARKS AND RECREATION 2012 STRATEGIC PLAN***

### **Frederick County's Mission:**

Ensure the quality of life of all Frederick County Citizens by preserving the past and planning for the future through sound fiscal management.

### **Frederick County Parks and Recreation (FCPRD) Mission:**

FCPRD is committed to promoting and providing quality parks and recreational facilities, programs, and leisure opportunities for our community.

### **Strategic Plan Desired Outcomes**

1. Define the departments Mission & Vision
2. Provide a document with day-to-day relevance assisting FCPRD establish priorities and best serve the community.
3. Provide a clear framework to translate community needs into attainable, measureable actions.
4. Set priorities for Capital Improvements Plan
5. Position the department for national accreditation

### **Frederick County Parks and Recreation**

The Frederick County Parks and Recreation Department builds community through its parks, programs and people. FCPRD manages a system of owned or maintained facilities currently including; 403 acres of land of which 220 acres are developed park land, 3.6 miles of paved multi-purpose trail, two (2) miles of unpaved trails, sixteen (16) picnic shelters, eight (8) playgrounds, two (2) fishing lakes, two (2) outdoor pools, five (5) community centers, two (2) fitness facilities, and administrative offices. Through a cooperative use agreement with the Frederick County Public Schools, activities are also offered at school facilities. Programs and services include; before and after school program, sports and recreation, camps, community events, trips, health and fitness, facility maintenance, park maintenance, customer service, and environmental stewardship.

The majority of Frederick County households have used FCPRD facilities and/or programs in the past year. Sherando and Clearbrook Parks received approximately 450,000 visits in FY 12. The department coordinated recreation programs and activities for over 17,000 participants of all ages; 199 Frederick County youth participated in basicRec before school care, and 188 participated in basicRec after school care. FCPRD pools received over 35,000 visitors and provided over 1,600 swim lessons. Over 500 volunteers contributed their time and skills to a wide variety of programs and activities, from youth sports programming to special events to park development and maintenance. FCPRD created approximately 150 partnerships with outside private and public entities in the course of providing programs and services.

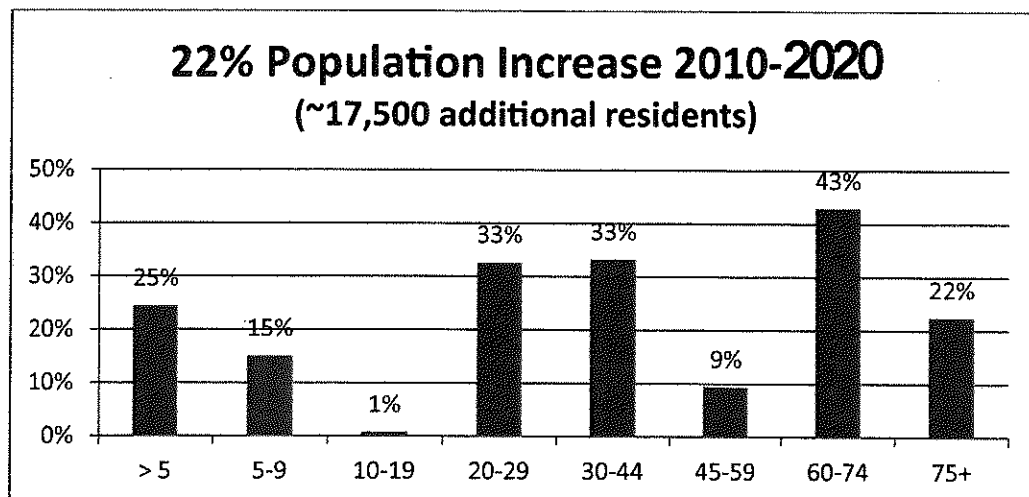


### Information Gathering

The department continually seeks and responds to input from internal and external stakeholders for the purpose of improvement in the provision and delivery of services. Summary results from an internal Strengths, Weaknesses, Opportunities, and Changes/Threats, survey are included below. Results from a randomized community survey created with the help of public input meetings and conducted in the spring of 2012 are summarized in Attachment 1.

### Demographics

Frederick County's population increase of 32% over the past decade is nearly triple that of Virginia as a whole. The current (2010 Census) population of 78,305 is expected to increase 22% by 2020, bringing about 17,500 additional residents to Frederick County. Among youth, the largest growth (25%) will occur in children younger than 5, while the population of teens 15-19 is projected to decrease 5% from current levels. Adults 25-39 show growth greater than 40%, while those 40-54 show negligible if any growth. The Senior population, 55-74, is projected to grow at a rate greater than 40%. The graph below shows growth projections among groups with similar recreation programming needs. The different rates of growth illustrate where current programming may be adequate, and where expansion will likely be necessary.



(Virginia Employment Commission, 2012)

Of Frederick County's race/ethnicity makeup in 2010, 86% of the population was White. Hispanics were the second largest ethnic group making up 7% of the population. Projections show an increasingly homogeneous population in 2020 with 90% of the population White and most other groups shrinking in proportion and/or actual number (VA Employment Commission, 2012).

### Employment

Frederick County's workforce has been impacted by the recent economic downturn. Unemployment, while several points lower than national levels, has been more volatile for Frederick County than Virginia

as a whole. Frederick County experienced higher unemployment than the state, but recovered faster than Virginia as a whole. Frederick County's unemployment rate as of May 2012 was 5.2% compared to Virginia's 5.6% and a national rate of 8.2% (Bureau of Labor Statistics, 2012). The percent of residents below the poverty level is 7.9% (U.S. Census).

### **2012 Community Survey**

In February and March 2012, surveys were mailed to 1,800 randomly selected households in Frederick County. Survey responses provide statistical significance with a 95% confidence level and margin of error of +/-4.9%. A summary of survey findings is included in Attachment 1.

The 2012 Community Survey shows FCPRD as most cited provider of parks and recreation services with six out of ten Frederick County households having used a FCPRD facility or program in the past year. Survey results indicate the following findings with relevance to the strategic direction of the department:

- Multi-use trails are the overwhelming facility interest/need
- Adult Fitness is the overwhelming recreation programming interest/need
- Print mediums are the preferred communication method

Additionally the primary benefits households feel FCPRD contributes to include:

- Making Frederick County more desirable
- Improving health and fitness
- Improved quality of life
- Providing alternatives for youth
- Preserving open space

## SWOT Analysis

Separately, the Parks and Recreation Staff conducted a SWOT Analysis of the organization. The following represents the findings:

<b>STRENGTHS</b> <ul style="list-style-type: none"><li>• Current facilities</li><li>• Staff</li><li>• Programs</li><li>• basicRec</li><li>• High department stature and reputation</li><li>• Customer Service</li><li>• Affordability</li><li>• Safety</li><li>• Stewardship of resources</li></ul>	<b>WEAKNESSES</b> <ul style="list-style-type: none"><li>• Limited program areas</li><li>• Program &amp; Agency awareness</li><li>• Customer service</li><li>• Level or decreased funding</li><li>• Lack of professional development</li><li>• Market and trend knowledge</li><li>• Communication</li><li>• Connection to Mission</li><li>• Aging equipment</li><li>• Long list of park and facility needs</li></ul>
<b>TREND/CHANGE – OPPORTUNITY</b> <ul style="list-style-type: none"><li>• Program Development</li><li>• Develop partnerships for service delivery</li><li>• Keep costs affordable</li><li>• Develop alternative funding</li><li>• Promote benefits of Parks and Recreation</li><li>• Develop new, and improve current facilities</li><li>• Increase environmental posture and facilitation</li><li>• Obtain agency certification</li><li>• Invest in equipment to increase efficiency</li></ul>	<b>CHANGES/TRENDS - THREATS</b> <ul style="list-style-type: none"><li>• Competition / Alternative providers</li><li>• Population and demographic shifts</li><li>• Emergence of new program trends</li><li>• Impact of changes with FCPS</li><li>• Economic conditions</li><li>• Insufficient funding to keep pace w/ new demand</li><li>• Increased emphasis on efficient gov't services</li><li>• Increased demand for new facilities</li></ul>

## Strategic Goals, Strategies, and Action Plans:

### A. Goal: Identify and secure funding to support FCPRD aspirations

*Strategy:* Create alternative funding pool with identified revenue streams

*Action:*

- Develop mechanisms to attract non-tax base funding

### B. Goal: Develop culture of common purpose among FCPRD staff

*Strategy:* Encourage Mission to guide day to day staff actions

*Action:*

- Create staff committee to review current mission statement
- Meet with staff to relate job function with mission
- Create internal newsletter/communication piece

**C. Goal: Increase capabilities and knowledge of staff**

*Strategy:* Encourage professional development and training

*Action:*

- Match individual staff plans and agency goals to develop department training program
- Prepare for changes resulting from demographic shifts
- Budget for annual professional development

**D. Goal: Develop new and improve current facilities**

*Strategy:* Refocus efforts to realize identified facility needs

*Action:*

- Align Comprehensive Plan policies with community survey results
- Review/Update Capital Improvement Plan (CIP) priorities with survey results
- Identify potential partnership opportunities in achieving CIP priority items
- Engage Commission in advocacy for facility needs
- Utilize demographic trend information in need assessments

**E. Goal: Increase environmental stewardship posture of department**

*Strategy:* Integrate environmental stewardship into park and recreation operations

*Action:*

- Identify natural resource inventory at parks
- Identify best management practice (BMP) resource opportunities
- Develop a process for resource use, balancing environmental, budget and user expectations
- Encourage 'green purchasing' by comparing items to be purchased with 'greener' alternatives

**F. Goal: Provide the tools and equipment necessary for staff to effectively and efficiently carry out job functions**

*Strategy:* Address equipment and vehicle replacement needs

*Action:*

- Maintain an updated inventory of vehicles and equipment
- Assess rental vs. ownership opportunities for equipment and vehicles
- Develop equipment and vehicle replacement schedule and plan
- Budget to plan

**G. Goal: Ensure alignment of program offerings with community needs**

*Strategy:* Offer wider range of programming

*Action:*

- Inventory programming opportunities identified in community survey
- Encourage implementation of identified programs
- Identify partnerships to provide program offerings
- Develop programs to meet demographic trends
- Enhance marketing efforts

**H. Goal: Enhance customer service**

*Strategy:* Develop understanding of customer and market perspective

*Action:*

- Implement Customer Service training program
- Create a consistent method of capturing customer feedback across department activities
- Respond to feedback and develop service baselines for future comparisons

**I. Goal: Increase awareness of Parks and Recreation Department**

*Strategy:* Update / expand exposure of Department

*Action:*

- Create logo to better reflect whole of FCPRD
- Develop civic group presentations
- Develop interactive map of parks and park facilities
- Optimize use of Press Releases
- Identify and promote agency position

**J. Goal: Increase attractiveness and awareness of programs**

*Strategy:* Redesign Calendar of Events

*Action:*

- Prepare new program and activity guide
- Drive relevance of website

**K. Goal: Demonstrate efficient operations**

*Strategy:* Pursue CAPRA accreditation

*Action:*

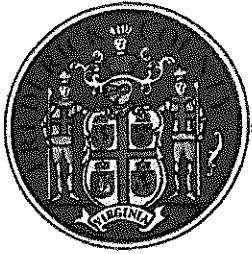
- Inventory and pursue National Recreation and Parks Associations' CAPRA requirements
- Budget of accreditation expenses

**L. Goal: Maintain relevance of Strategic Plan**

*Strategy:* Schedule periodic progress reviews

*Action:*

- Create quarterly assessment and review for staff
- Create annual assessment and review for Strategic Plan Committee



## COUNTY of FREDERICK

Department of Planning and Development

540/ 665-5651

Fax: 540/ 665-6395

### MEMORANDUM

Eric R. Lawrence, AICP  
Director

**TO:** John R. Riley, Jr., County Administrator

**FROM:** Eric R. Lawrence, AICP, Planning Director *ERL*

**RE:** Department of Planning and Development 2014-2015 Work Program

**DATE:** March 28, 2014

Please find attached the 2014-2015 Work Program for the Department of Planning and Development. This departmental work program provides tasks associated with the daily activities undertaken by this department, as well as the long-range planning, current planning, and transportation planning programs that were mentioned during the Planning Commission Retreat in February.

It is important to note that the implementation of this work program could be impacted by reductions in the Department's budget for FY 2014-2015. The department continues to operate with three vacant Planner positions (37.5 percent of the department's professional staff). These vacancies have existed since FY 2009-2010, and the department recognizes that the positions will remain vacant, so the department's work program has been modified reflective of the current department work force. Further reductions to the department's budget will certainly challenge the department to effectively operate and accomplish its responsibilities for planning for the community's future.

While major development project submissions have certainly subsided, which the department did address through a proactive staff reduction, existing department staff continue to manage an extensive workload of development proposal reviews, bond management, and long-range planning projects. The department continues to assist development proposal applicants to achieve project approvals that satisfy county policies and ordinances, and are most cost effective for the county, the developer, and the end user. Additionally, the department's staff continues to provide support for over 10 Board, Commission, Committees, and Authority meetings every month.

***Staff has more recently been involved in increasingly more meetings with developers, an indication that the economy is slowly returning; we anticipate new development proposals to increase in the upcoming year.***

Please contact me if you have any questions regarding the 2014-2015 Work Program, or if you need additional information. Thank you.

ERL/RA

Attachments: Planning and Development 2014-2015 Work Program



## Department of Planning and Development

### 2014-2015 Work Program

#### **MISSION STATEMENT:**

The mission of the Frederick County Department of Planning and Development is to lead in the development of policies and procedures pertaining to all aspects of community growth and development, as well as administer existing policies and procedures fairly and accurately.

#### **VISION STATEMENT:**

The Frederick County Department of Planning and Development will achieve the Mission Statement through the monitoring of various local, state, and national growth trends and issues to ascertain appropriate policies, regulations, and procedures. The department will utilize this information to establish and maintain a process which will positively influence the type, quality, and location of development to produce a well balanced, livable community. The department will share information, educate about new programs, and advise elected and appointed officials of this information to allow for informed and consistent decision making.

#### **CORE VALUES:**

The Director of the Frederick County Department of Planning and Development will strive to ensure that all employees of the department recognize the following core values:

- Professionalism in all interaction with elected and appointed officials, and the general public.
- Desire to improve upon current skills and education to benefit the employee, the department, and the community.
- Work as a team player within the department and with other county departments and agencies.
- Approach county and departmental issues in a positive, solution-oriented manner.
- Provide quality customer service and strive to establish positive rapport with the general public.
- Professionalism in appearance, dress, and personal hygiene.



## **PLANNING DEPARTMENT DESCRIPTION**

Current staff within the Department of Planning and Development includes the Director, the Deputy Director-Land Use, the Deputy Director-Transportation, the Zoning Administrator, a professional planner, a zoning inspector, a Geographic Information System Analyst, an Administrative Assistant, two supporting clerical staff and an office assistant. The Department also has three vacant professional planner positions; these positions will remain vacant into the foreseeable future.

The daily activities of the Planning Department involve a great deal of administrative work. Codes and ordinances pertaining to land use and development are administered and problem-solving assistance is provided to developers, landowners, and the general public. Daily activities include responding to numerous inquiries, review of development proposals, land use applications and building permits, preparation of various agenda materials, and the investigation of ordinance violations. The Department maintains statistical information related to land consumption and availability, transportation facility funding, population, and economic factors such as how development impacts demand for county facilities.

In addition to the daily activities identified above, the Planning Department administers long-range planning projects, current planning projects, transportation planning and funding management, historic preservation, and farmland preservation. Examples of these projects include the formulation of land use policies; the development of land use plans; the establishment of transportation plans; the review of ordinance standards; and the drafting of grant applications. These projects are undertaken by staff with the assistance of various County committees, and generally require substantial coordination with other County departments, regional jurisdictions, and various state agencies.

## I. 2014-2015 Goals, Objectives and Strategies

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**GOAL:** To maintain and improve our planning process in order to manage growth and development in Frederick County.

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**Objective:** Maintain an up-to-date Comprehensive Plan that is responsive to changing situations and current needs.

### Strategies

Develop UDA (Urban Development Area) Center Prototype Design Guidelines. Ongoing effort. Conduct detailed land use studies and draft creative design plans for selected UDA Centers that have been identified in the area plans. In an effort to further implement the Comprehensive Plan, the UDA Center design plans will provide further guidance to property owners and developers located in areas identified as UDA Centers. The design plans will evaluate how various land uses can be mixed into an intensive, walkable, interconnected neighborhood with public open spaces and integrated community facilities. The plans may also provide opportunities as Transfer of Development Rights (TDR) receiving areas.

Southern Frederick Area Plan. Update/renew/expand the land use and transportation plans for the area generally located between Route 522 South, Route 277, and I-81. This effort will utilize the previously adopted area plans (Southern Frederick Land Use Plan, Route 277 Triangle and Urban Center Plan, and the Tasker Woods Land Use Plan) as a basis to build upon. Study will look at opportunities for urban centers, neighborhood villages, and C/I (commercial / industrial) concentration growth areas, and associated transportation and community facilities.

End result will include a more user friendly, single plan for these three previously adopted plans.

Kernstown Area Plan. Update/renew/expand the land use and transportation plans for the Kernstown area, generally located along Route 11, south of the City of Winchester and north of the Town of Stephens City, and west of I-81. This effort will utilize the previously adopted area plans (Southern Frederick Land Use Plan and Route 11 South Corridor Plan) as a basis to build upon and would integrate the C/I opportunities and the areas mixed use with future transportation plans.

Develop Rural Village plans. Conduct land use studies and plans for the defined Rural Villages. Efforts will evaluate opportunities for enhancements to the existing Rural Villages, which could include Transfer of Development Rights (TDR) receiving areas and public utilities. It is envisioned that once an Area Plan is established for a Rural Village, a new zoning district may be necessary to implement the unique qualities of the Rural Village Area Plans

- Gainesboro Rural Village
- Albin Rural Village

Evaluate and implement Affordable / Workforce Housing Initiatives. Many communities have established programs and requirements to incorporate Affordable and Workforce Housing in new larger development proposals. Frederick County could evaluate how such a program could be incorporated, and evaluate its projected need in our community.

**Objective:** Develop and maintain a computerized information system in order to better monitor development and aid in the collection, dissemination, and analysis of information to support planning decisions.

**Strategies** Continue to assist in the effort to promote the use and expansion of the County's IT (Information Technology) and GIS (Geographical Information System). The Planning Department will continue to assist the IT Department in developing the county's GIS through improving the accessibility of information to departmental databases. The Planning Department continues to become proficient in GIS technologies and their application to Planning tools, allowing for the IT Department to spend more time on map conversion, updating and acquiring additional digital information, general system maintenance, and filling helpdesk work orders from county departments.

Establish a Proffer System for use with the County's GIS and Laserfiche. The Planning Department will lead an effort to develop GIS technologies that will assist in the tracking of proffer commitments, including the payment of proffered cash contributions towards county facilities and transportation networks. This product will initially be available solely for internal use, but is envisioned to be made accessible to the public through an internet-based interface.

Establish a Transfer of Development Rights (TDR) Tracking System. Such a system will track sending and receiving properties' development rights, as well as the resulting conservation easements. The conservation easement tracking would also include non-TDR resulting easements, such as Purchase of Development Rights (PDR) and other efforts which result in land preservation easements.

Continue efforts to expand and improve use of multimedia for dissemination of information. The Planning Department will continue to develop and expand the Planning Department pages for the County web site. The Planning Department will provide planning documents, meeting agendas, special land use study updates, and other related information for use on this site. The Department was the first county agency to utilize the county's YouTube channel, utilized as part of the 2030 Comprehensive Plan informational webpage. The Department will continue to utilize technology mediums to share information on the county's planning initiatives and development applications.

**Objective:** Prepare coordinated plans for community facilities.

**Strategies**      Annual update of the five-year Capital Improvements Plan (CIP) for major capital facilities. Continue efforts to improve the quality and accuracy of information provided. Search for new ways to achieve increased coordination and cooperation between various County departments and agencies in planning for capital facilities. Evaluate methods to organize the Plan respective of realistic funding priorities

Expedite and coordinate the design review of major development projects.

Investigate methods for improved communication and coordination with County agencies, such as the school system and the Sanitation Authority, in planning and locating new facilities.

Enhance the capital facilities review process to simplify adherence with the requirements of Section 15.2- 2232 of the State Code.

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**GOAL: To initiate actions to put planning policies into effect.**

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Objective: Maintain up-to-date development regulations which are effective in achieving their intended result.

Strategies Continue to review and evaluate the effectiveness of development regulations.

Study, Evaluate, and Recommend Enhancements to Further Implement the Comprehensive Plan Through Business Development. Coordinate a study that results in recommendations to strengthen the business component of the Comprehensive Plan, bring key sites to shovel-ready status, and promote opportunities for business development.

Enhance the development review process to promote "Open for Business" climate. Coordinate with review agencies to stream line the development review process to achieve an improved business-friendly process.

Implement the Traditional Neighborhood Design via Ordinances. This effort is aimed at implementing the design principles associated with the UDA Study, and more specifically the department's task of crafting a prototype UDA Center design. Such designs would be implemented through enabling the developer flexibility when utilizing the proposed TND (Traditional Neighborhood Design) Zoning District.

Work with the Development Review and Regulations Committee (DRRC) to create specific amendments in response to concerns raised by citizens, appointed and elected officials, or staff members. An important project will be the re-codification of the commercial and industrial zoning to reflect the updated NAICS rather than the SIC descriptions for permitted uses.

Work with the Development Review and Regulations Committee to reevaluate and enhance the business and industrial districts to promote County economic development strategies and opportunities.

**Objective:** Maintain and improve plans for roads in the County.

**Strategies**                      Update the Secondary, the Primary, and Interstate Road Improvement Plans. Work with the Win-Fred Metropolitan Planning Organization, the Transportation Committee, and the Virginia Department of Transportation to maintain up-to-date plans for needed road improvements.

**Objective:** Continue to develop and implement methods to preserve key historic sites that will assist with the promotion of tourism.

**Strategies**                      Implement the Battlefield Action Plan, and other Historic Preservation Plans concentrating on preservation methods that emphasize cooperative efforts with landowners.

**Objective:** Ensure that new development adequately provides for the cost of new infrastructure.

**Strategy**                      Continue to develop and refine impact analysis techniques in order to accurately project the financial impacts of new development on infrastructure. Use conditional zoning and explore other means of addressing these impacts.

Monitor state-wide efforts to implement enabling legislation aimed at paying for growth. Participate in state efforts to consider Impact Fees legislation, implementing all possible efforts to confirm that enacted Impact Fees properly address the identified impacts in Frederick County.

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**GOAL:**                      **To solve problems concerning land use and development.**

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**Objective:** Address land use and development problems when they arise.

Strategy                    Continue to train less experienced planning staff members to creatively address problems. Strive to improve staff performance, judgment, and customer relations.

Work on improved lines of communication with the community stakeholders and appointed and elected officials in order to keep abreast of concerns.

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**GOAL:**        **To provide information and advice to the Board of Supervisors, Planning Commission, County Administrator, public agencies, developers, citizens of the County, and the general public.**

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Objective:    Keep the Board, the Commission, and the County Administrator well-informed of activities within the department of which they may receive inquiries.

Strategy                    Hold regular work sessions between the Commission and Board in order to keep all parties well-informed of ongoing activities and to receive direction.

Objective:    Improve the quality and presentation of information provided.

Strategy                    Use the Geographic Information System and other available computer technology and models to provide more useful and complete information in a format that is easy to comprehend.

Expand on use of computer projection equipment in order to better display and explain land use application information and other agenda items.

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**GOAL: To provide user-friendly customer service.**

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**Objective:** Meet the needs of citizens and other clients with information presented in a polite and helpful manner.

**Strategy** Maintain an atmosphere and philosophy which emphasizes customer service.

Continue to expand the department's web page. Develop additional services and information which can be made available over the Internet. These services should include planning documents, meeting agendas, and other relevant Planning Department products, as well as enable the completion of on-line development application submittals.

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**GOAL: To provide opportunities for public involvement and education in the planning process.**

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**Objective:** Involve the public early in planning and policy development. Do not wait until policies are developed to involve the public.

**Strategy** Hold public events and fully involve the public in the discussion of issues. Provide clear and accurate information on issues to the public. Document and utilize the input received.

Continue to participate in the Governments 12 Service Learning Program with the school system in order to expose students to the concepts of local government and planning. Also, explore other means of interacting with the school system.



## II. 2014-2015 WORK PROGRAM

### A. **ADMINISTRATION** - Administrative tasks will include the following:

1. **Violations and Complaints** - Formal complaints received concerning ordinance violations will be addressed in a timely and appropriate fashion based on the specifics of the occurrence.
2. **Requests for Information** - Requests will be responded to in a timely fashion to ensure conformance with the County adopted Freedom of Information Act (FOIA) Policy.
3. **Support Boards, Commission, and Committees** - Issues will be thoroughly researched, recommendations on alternative approaches to addressing issues will be developed, and supporting information materials generated for an average of ten agendas per month.
4. **Improved Customer Service** - The staff will strive to develop new procedures and methods which result in faster turnaround of information requests, land use applications, and overall improved customer service.
5. **Coordination with Agencies** - The staff will continue to coordinate policy formulation, project development, and decision-making with federal, state, regional, and local agencies.
6. **Record Keeping and Administrative Improvements** - The staff will continue to work on improvements to record keeping and administrative procedures in an effort to improve overall office efficiency.
7. **Development Impact Model** - The staff will continue the process of annual review and update to insure that the model remains current.
8. **Grant Administration** - The staff will continue to provide administrative oversight and management of grants for transportation, housing, and neighborhood infrastructure. Grants of benefit to the county will continue to be pursued.

B. **DEVELOPMENT REVIEW** - The overall number of development applications in calendar year 2013 was generally consistent with that of 2012, reflective of the stabilizing national, and improving local, economies. Staff will continue to review these applications and will work to improve review procedures as time permits. The table below identifies activities associated with the various applications over the past two calendar years.

<b>Development Application Activity</b>		
<i>Application Name</i>	<i>2012 Activity</i>	<i>2013 Activity</i>
Rezoning	9	6
Master Development Plans	6	3
Subdivisions	6	9
Site Development Plans	40	46
Conditional Use Permits	3	7
Variances/Appeals	8	5
Waivers & Exemptions	2	1
Rural Preservation Subdivision Design Plans	0	0
Major Rural Subdivision Design Plans	0	0
CPPA Requests	1	0
Zoning Violations/Complaints	100	123

- C. **COMPREHENSIVE PLANNING** - The Comprehensive Plans and Programs Committee (CPPC), a committee of the Planning Commission, will work on the following efforts:
- Continue to improve the Capital Improvements Plan (CIP)
  - Southern Frederick Urban Area Plan (SFUAP). Renew and expand upon the South Frederick Land Use Plan (conducted in 1990s), Route 277 Triangle Land Use Plan (2007). The expanded study area will cover Parkins Mill Road to just south of Route 277, and west to Route 11. Efforts will look towards housing, C&I, and transportation.
  - Kernstown Area Plan. Update/renew/expand the land use and transportation plans for the Kernstown area, generally located along Route 11, south of the City of Winchester and north of the Town of Stephens City, and west of I-81. This effort will utilize the previously adopted area plans (Southern Frederick Land Use Plan and Route 11 South Corridor Plan) as a basis to build upon and would integrate the C/I opportunities and the areas mixed use with future transportation plans.
  - Rural Community Center (RCC) Area Plans. Conduct land use studies for the defined RCCs, and the incorporation of TDR receiving areas.
- D. **ORDINANCE REVIEW** - In addition to routine requests, activities of the Development Review and Regulations Committee (DRRC), a committee of the Planning Commission, will include the following projects:
- Continued development of the Traditional Neighborhood Development (TND) District.
  - Review and align the Zoning and Subdivision Ordinances with the 2030 Comprehensive Plan.
  - LEED – Green standards implementation.
  - Evaluate changes to the outdoor screening requirements within industrial parks.
  - Review the commercial telecommunication tower policies.
  - Evaluate and enhance the business and industrial districts to promote County economic development strategies and opportunities and to address design elements.
  - Develop design standards for commercial corridors within the county, primarily those leading into the City of Winchester.
  - Develop a process and standards for the implementation of proportional site development improvements.
  - New residential zoning district to implement the Round Hill Land Use Plan.
  - Develop a new residential zoning district for the Rural Community Centers (RCC's).
  - Revised Homeowner's association ordinance.
  - Evaluate the merits of a wind farm ordinance.
  - Evaluate and implement affordable / workforce housing initiatives.
- E. **TRANSPORTATION** - Transportation planning work will include the following projects:
- Further the planning, design, right-of-way acquisition, and construction of Route 37.

- Ongoing monitoring and review of Route 37 right-of-way needs to include research of opportunities to preserve right-of-way while working with property owners to allow development.
- Investigate creation of a quantitative process for project priority setting.
- Update of Eastern Road Plan.
- Create a listing of County's top areas of safety concerns based upon accident rates.
- Data gathering and maintenance efforts.
- The ability to conduct or cause to be conducted a number of data gathering efforts on an as-needed basis would be very beneficial to the transportation planning process in the County. While staff currently tries to maximize outside resources, such as the Metropolitan Planning Organization (MPO) and VDOT to get needed data, not all needs are met.

Additional transportation planning efforts will be contributed towards the following:

1. **Transportation Planning** – Continue in all efforts of plan review to make sure development proposals appropriately address their projected impacts. This includes participation in plan review at Rezoning, Master Development Plan, Subdivision, and Site Plan processes.
2. **Area Transportation Planning** - Efforts will continue on implementing the road improvement plans that result from the MPO 2030 Transportation Plan. Special efforts will be made to ensure that the Eastern Road Plan is effective and up-to-date. There will be a need to continually work with the Virginia Department of Transportation to ensure that improvement projects are funded and implemented in a timely fashion. The resulting product is a modeled long-range transportation plan which complements the regional effort made by the Metropolitan Planning Organization.
3. **Transportation Committee** – Routine, annual, and special project work will continue with this committee of the Board of Supervisors including the Primary and Secondary Road Improvement Plans.
4. **Grant Applications** - The staff will continue to identify and apply for funding to implement the community's transportation network.
5. **Prioritize Major Road Improvements** - Staff will perform a review of major road projects within the Secondary Road Improvements Plan to ensure that funding for improvements reflects local priorities.

F. **MAPPING and GRAPHICS** - A major effort continues on implementing the County's Geographic Information System (GIS) Plan.

1. **Improve Mapping Database and Mobile Device Programs.** - Staff will work to improve the mapping database to create a more efficient, useable, and reliable data source for planning-related layers. Map conversion, acquisition of additional layers of information, user applications, and efforts to improve overall mapping and communication capabilities will continue. Efforts will also continue to make the planning related GIS data available on mobile devices such as the iPad.

2. **GIS Steering Committee (through participation in the IT Working Group and GIS User Group)** - Staff will continue to actively participate in the advancement of the County's information technologies as a member of various IT-based work groups. Information gleaned from the discussions will be reported back for the benefit of the entire planning staff. All planners on staff will participate to learn various software applications necessary to be proficient in GIS technologies.

3. **Continued Enhancement of the Department's Web Pages** - Staff will continue efforts to improve the departmental web page to provide user-friendly information over the Internet.

G. **HISTORIC PRESERVATION**

1. **Historic Resources Advisory Board** - Staff will provide support to the Historic Resources Advisory Board (HRAB). The HRAB will take the lead role in the following efforts:

- Ensure the historic survey and other information are available to decision makers, property owners, and the public in a useful form.
- Increase public awareness of the historic resources in the County.
- Make recommendations for properties that are or may be considered historic or potentially significant when land development applications are submitted to the County.
- Continue to administer the Historic Property Designation Program (historic plaque program).
- Encourage historic preservation in Frederick County by recognizing significant historic resources.

2. **Other Battlefield Issues** - The staff will work to support the local and regional battlefield preservation efforts as described by the Battlefield Network Plan and the

2030 Comprehensive Plan. Staff will also continue to work with the National Park Service's Federal Advisory Commission for the Cedar Creek and Belle Grove National Historical Park.

- H. **ENVIRONMENTAL PLANNING** - The staff will continue to monitor activity associated with the Potomac Basin Tributary Strategies Act and keep County officials informed of any significant developments. The staff will also work with various agencies on environmental issues such as flood plain management.

- I. **OTHER**

- 1. **Improved Customer Service** - Staff will continue to look for ways to improve public satisfaction with land use applications, review processes, and general information inquiries.

- 2. **Citizen Involvement and Education** - Staff will continue to work with government classes and other student groups to increase awareness of the planning process and local government activities. Staff will strive to develop new formats for public meetings which result in increased participation and a better means of sharing information.

### III. 2014-2015 Work Program Summary

<u>WORK PROGRAM ITEM:</u>	<u>STATUS:</u>
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A. Administration

Violations and Complaints	Ongoing
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Requests for Information	Ongoing
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Agendas, Minutes, Budgets, Reports, Correspondence	Ongoing
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Record Keeping Improvements	Ongoing
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Impact Modeling	Ongoing
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B. Geographic Information System

Mapping	Ongoing
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Geographic Information System Database Development	Ongoing
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Web Page Development	Ongoing
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C. Development Review via Development Review and Regulations Committee

Review of Plans and Proposals	Ongoing
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Evaluation of Review Procedures	Ongoing
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Ordinance Review	Ongoing
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D. Comprehensive Planning via Comprehensive Plans and Programs Committee

Urban Center Typical Design Plan	Ongoing
Southern Frederick Urban Area Plan	Pending
Rural Community Center Area Plans	Pending

E. Transportation Planning

MPO Area Transportation Planning	Ongoing
Transportation Committee	Ongoing
Eastern Route 37 Planning and Advancement	Ongoing
Interstate 81 Monitoring	Ongoing
MPO Implementation	Ongoing
Primary and Secondary Road Plan Development	Ongoing

F. Historic Preservation

Historic Resources Advisory Board (HRAB)	Ongoing
Battlefield Plan Implementation	Ongoing

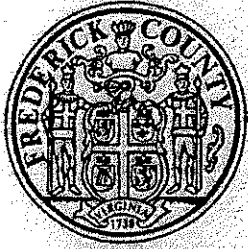
G. Environmental Planning

Ongoing

H. Other

Conservation Easement Authority (CEA) staff support	Ongoing
Capital Improvements Plan	Ongoing
Citizen Participation and Education	Ongoing

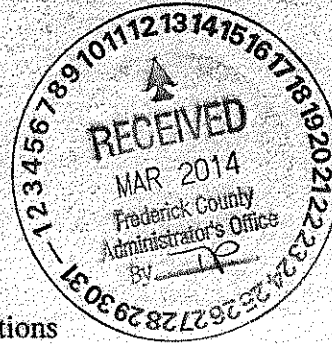




## COUNTY of FREDERICK, VIRGINIA

DEPARTMENT OF PUBLIC SAFETY COMMUNICATIONS

1080 Coverstone Drive, Winchester, VA 22602



LeeAnna Pyles  
Director,  
Public Safety  
Communications

To: Frederick County Board of Supervisors

From: LeeAnna Pyles, Director  
Department of Public Safety Communications

Subject: Work Program for FY 14-15

Date: March 12, 2014

The Department of Public Safety Communications consists of 21 FTEs: a Director, Operations Supervisor, GIS Tech (currently unfunded), Administrative Assistant, 2 Supervisors, and 14 Dispatchers and 1PTE.

The Department's primary responsibility is to receive and process 9-1-1 calls, dispatching the needed resources from the Frederick County Sheriff's Office, Frederick County Fire/Rescue, Stephens City Police Department or the Middletown Police Department. Utilizing Emergency Medical Dispatch software; pre-arrival instructions are given to all callers for medical calls for service. The Department also answers non-emergency and administrative calls for the Frederick County Public Safety Building as well as maintains records on all calls for service. The Department is also responsible for providing after hours answering services for Frederick County Social Services and Frederick County Sanitation. The Department strives to provide service to our citizens in a prompt, courteous, professional manner at the most superior level possible.

The Department is also responsible for the following:

- Public Education on E-911.
- Operation and maintenance of the Sheriff's Office and Fire/Rescue's communications infrastructure.

- Send messages to citizens via AlertFrederick County when situations arise.
- Maintain all records of all Frederick County entries into the Virginia Criminal Information Network (VCIN) and the National Crime Information Center (NCIC).
- Monitor alarms for all Frederick County Schools and County owned buildings.
- Monitor the ESP tracker system, which monitors bait money taken during a bank robbery.

During FY 14-15, the Department of Public Safety Communications anticipates working towards the following goals:

**A: Communications Center**

- Develop a 1-3-5 year plan for improvement of the County's Communication system.
- Evaluate the AlertFrederick system using feedback from residents and County employees.
- Continue to work with other jurisdictions in VA/WV for better interoperability and NG911 technology.
- Install cameras at the North Mountain tower site.
- Acquire additional space on the tower to eliminate coverage gaps in sections of Frederick County.

**B: Public Education**

- To continue to educate the public on how and when to use the E-911 system, and when and where to call for other information.
- To conduct tours and provide speakers to enhance public knowledge and awareness of how and when to get emergency services.

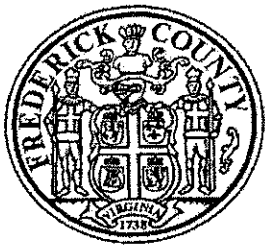
**C: Emergency/Disaster Preparedness and Resource Management**

- To Provide the citizens of Frederick County with timely emergency notifications of impending weather or other public safety information by utilizing the Frederick County Citizens Alert system.
- To maintain on-call lists for contacts of various County, State and Federal resources available under a wide variety of circumstances.
- To participate in joint disaster drills.
- To continue to provide Frederick county citizens the best possible emergency services in the event of an emergency using the contingency plan.
- Work with other jurisdictions to obtain Grant funding for interoperability for joint projects

**D: County Communications Resource**

- To continue to serve as a resource for other County agencies for information, problem solving, and 24-hour monitoring.

We are continuing to work toward providing adequate training for our personnel, providing incentives for our personnel and most importantly, learn to work together for the betterment of the Department and the citizens of Frederick County.



MEMORANDUM

TO: John R. Riley, Jr., County Administrator

FROM: Harvey E. Strawsnyder, Jr., P.E., Director of Public Works *HEE*

SUBJECT: Fiscal Year 2014/2015 Budget Impacts

DATE: March 24, 2014

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Basically, the public works general fund budgets were approved at present level with minor increases in operational costs such as utilities. All of the requested capital improvements related to the general fund budgets were cut. The following discussions highlight the potential impacts of these cuts and other budget items:

**Inspections (3401)**

The Building Inspections Department revenue from February 2013 through February 2014 has increased 6% percent compared to the same period the previous year. The utilization of part-time help at the Receptionist position has enabled our Design Review staff to maintain a reasonable response time period on construction document reviews.

This year the Virginia Department of Housing and Community Development will be adopting the 2012 edition of the Virginia Uniform Statewide Building Code. With the 2012 code adoption, additional training of staff and the purchase of code books will occur.

The lone capital request was one (1) mid-size pickup to replace one (1) of the higher mileage vehicles in our current fleet. Several of our current vehicles exceed ten (10) years of age and 100,000 miles. We will continue our efforts to maintain these aging vehicles within the limitations of the approved budget.

**Animal Shelter (4305)**

The animal shelter budget was submitted with an increase of \$26,751 over the FY 13/14

## **Budget Reductions Impact**

**Page 2**

**March 24, 2014**

amended budget. Line items within the operating budget were adjusted to compensate for repairs and maintenance to the building, purchase needed computers, and purchase new drugs required by law. An additional request for \$21,000 to replace current caging was also included. Additional revenues were derived from the animal shelter reserve fund which was established to accrue large contributions dedicated to specific programs, (i.e., spay/neuter program). The amount of this additional revenue accrued in Fiscal Year 2012/2013 was \$17,130.

The animal shelter is currently using a 20 year old 1993 cargo van to transport animals. Although the mileage on the vehicle is low at 59,000 miles, the vehicle is deteriorating. It is anticipated the vehicle will need to be replaced in FY 15/16. If repairs exceed reasonable costs, the vehicle may need to be replaced in FY 14/15 at a cost of approximately \$30,000.

Staff will maintain quality care of the unwanted animals delivered to the shelter. Continued donations and supplies from the business community and the free labor provided by the regional jail are a resourceful asset to the operations of the shelter. These resources help offset current budget constraints.

### **Refuse Collection (4203)**

Capital costs associated with the purchase of four receiver and two recycling containers had been included in the refuse collection budget. Because these items were cut from the budget, we will attempt to patch existing worn out containers to provide uninterrupted service to the citizens.

Additional maintenance costs are anticipated to maintain uninterrupted service at the convenience sites as compactor units continue to age. Staff recommends that a replacement schedule be reinstituted since all but four units are more than 20 years old.

Aside from the receiver containers, the department had requested a replacement vehicle for the solid waste coordinator. The 2006 four-wheel drive pickup in use shows an odometer reading of 152,450 miles. The truck is in use every day by the solid waste coordinator and is the department's primary vehicle utilized for snow removal/plowing; spreading gravel and road salt; hauling snow blowers, mowers, equipment, tools; and monitoring activities at the various convenience sites.

During the past year, the department has incurred \$5,100 in repair costs related to this vehicle's transmission and electrical system. It is only logical to conclude that these costs will increase as the vehicle ages. This also places an additional burden on staff to complete work projects without a primary vehicle.

### **Litter Control (4205)**

A majority of the operational costs associated with the county's litter program is off-set by state grant funding of about \$12,000.

## **Budget Reductions Impact**

**Page 3**

**March 24, 2014**

### **Road Administration (4102)**

Staff has requested a budget of \$28,000 which is \$2,475 less than the Fiscal Year 2006/2007 approved budget. This request will, hopefully, allow the bulk-lot purchase of poles and hardware which results in substantial savings per sign installation and should accommodate sign replacements for at least two (2) years.

### **Engineering (4201)**

The engineering budget will maintain the same staff and operating expenses. We will continue to generate additional revenue by performing project management services for the construction of several roads being built with VDOT cost sharing funds and a developer match.

HES/rls

cc: file



**COUNTY of FREDERICK**

**Department of Public Works**

540/665-5643

FAX: 540/678-0682

**MEMORANDUM**

**TO:** Board of Supervisors

**FROM:** Harvey E. Strawsnyder, Jr., P.E., Director of Public Works *HEB*

**SUBJECT:** Fiscal Year 2014-2015 Work Programs for the Public Works Department

**DATE:** March 25, 2013

The Public Works Department includes the following diverse activities:

- A. Engineering and Design Reviews,
- B. Building Inspections,
- C. Landfill,
- D. Refuse Collection,
- E. Recycling,
- F. Litter Control,
- G. Road Administration,
- H. Animal Shelter,
- I. Shawneeland Sanitary District

It is anticipated that the following work activities will be addressed during the Fiscal 2014/2015 budget year:

**A. Engineering and Design Reviews**

Engineering responsibilities will include the review of erosion and sediment control plans, stormwater management plans and site plans. Beginning on July 1, 2014, we will begin issuing Virginia Stormwater Management Permits (VSMP) in conjunction with the Department of Environmental Quality (DEQ). We will be charging additional permit fees to off-set the costs of administering the permit program. This permit will be necessary for new development or redevelopment in the county. We are also responsible for construction management related to capital improvement projects in the County such as buildings, roads, drainage structures, and expansion at the Frederick County Landfill. This year we will perform contract



## COUNTY of FREDERICK

Department of Public Works

540/ 665-5643

FAX: 540/ 678-0682

administration/construction inspection for several projects:

1. At the Frederick County Landfill, we will perform improvements to the Permit #591 Construction/ Demolition Debris (CDD) landfill. We are planning to perform a partial closure of approximately 7 – 8 acres in accordance with DEQ requirements.
2. We will oversee the design, project management, bidding and inspections for several projects in Frederick County where the County has obtained VDOT revenue sharing funds. Those projects may include East Tevis Street, Russell 150 site, Snowden Bridge Boulevard, Valley Mill Road Extension and Renaissance Drive – Phase 2.
3. We will oversee the design, project management, bidding and inspections for the new Roundhill Fire Station and Event Center project.

No drainage projects have been budgeted for Fiscal Year 2014/2015. We will continue to enforce the new combined stormwater/ erosion and sediment control ordinance.

We will continue to assist the planning and development department with the review of development bonds and letters of credit during the upcoming fiscal year. We will also continue to review new site and subdivision plans.

### **B. Building Inspections**

Below is a summary of permit activity and software enhancements for FY 12/13:

#### **Summary of Permit Activity for 2013:**

Total fees collected*	\$703,106
Total permits issued	3,608
Total inspections performed	13,957
CUP & site plans reviewed	99

\*Total fees collected are **permit fees only** this amount does not include direct payments made through the Treasurer's Office for re-inspection fees, fees for temporary occupancies, renewal fees, annual elevator fees, pro-rated fees, sale of copies, etc.,

**FY 12/13 - Total fees for all services - \$719,032.**

The Building Inspections Office plans to accomplish the following in Fiscal Year



2014/2015.

**Proposed Enhancements:**

- A. Continue to automate the Inspections Department through the implementation of revised permit processing software as approved through the Building Inspections User's Group.
- B. Proposed enhancement changes to our current AS400 Building Package to include the following:
  - Add option for zoning signature line on certificate of occupancies at the time of print
  - Ability to change time slots when scheduling the Internet inspections
  - Option to void a voucher
  - Change complaint form to work like permit applications with real estate information pulling over, etc.
  - Add option on reports to view or print
  - Ability for user to change colors on screens to indicate problems
  - Record retention color changes need to also be changed when going into the application screens
  - Add more lines to F5 message
  - Create message box in real estate to add notes too
  - Date range when printing inspection history

**Enhancements Completed:**

- Enhancements that were completed FY12/13 through the User's Group:
  - Permits list from newest to oldest on search screen

**Training:**

- Maintain training programs for inspectors as required for code enforcement Certifications and continue cross-training of staff members. Continue weekly, in-House training of inspectors to keep staff apprised of Building Code changes and to maintain uniformity.
- Staff shall attend training through Code Academy and associations to meet the Virginia certification requirements for inspectors. (In order for compliance to be met the state training mandate is that inspectors are required to have 16 hours of training every two years in order to maintain their certifications). The 16 training hours are beyond the required code up-date training conducted by VDHCD

**March 19, 2014**

- Assist Region III Virginia Building Code Officials Association (VBCOA) in training and code updates for contractors (conduct training course for contractors on up-date to the 2012 codes change)
- Participate in code change committees for VBCOA. (Staff members are currently on the Structural, Egress, Plumbing and Property Maintenance committees)

**Other:**

- Evaluate current building permit fee schedule for updates to offset the Building Departments cost increases. Last fee revision was in 2006.
- Utilize scanning system for all permit documents and plans. Continue transfer of construction documents and certificate of occupancy storage on Laserfiche to be retained at the time of record destruction in accordance with the Virginia State Library.
- Continue to improve digital permit storage system to track existing inactive building projects and expired permits.
- Utilize qualified staff to conduct work on county owned projects as time allows
- Maintain code enforcement association's membership and have staff members remain active in the Virginia Building Officials Association, the Virginia Plumbing and Mechanical Inspectors Association, and The Electrical Inspectors Association. This will allow Frederick County to have input on code changes, etc.

**C. Landfill**

The management of solid waste is the primary function of the Frederick County Landfill. The facility has a staff of 26 positions of various responsibilities in order to properly manage incoming waste. The citizen's convenience center provides an area for recycling and disposal of materials for all citizens of the County. Disposal of commercial and construction waste is available at either the municipal landfill or the construction demolition landfill, both which are permitted through the Virginia Department of Environmental Quality. During Fiscal Year 2013/2014 the facility managed approximately 170,000 tons of waste.

The 2014/15 work program will continue to provide top quality services for the citizens of Frederick County. In order to maintain and improve services, several capital improvement projects have been included in the FY 14/15 budget. We have included a total of \$550,000 in the FY 14/15 landfill budget to fund the following projects:

1. The first project is to design and install a heat exchange system to help heat the ponds at the leachate treatment facility. This project will look to utilize waste heat from the gas to energy plant to maintain treatment efficiencies in the winter months. This project has \$350,000 allocated in the 2014/2015 budget.
2. The second project is to install a leachate evaporator to assist with leachate

management during periods of increased generation. The evaporator will be used to reduce leachate volumes in order to maintain compliance with Virginia Department of Environmental Quality, and Opequon Water Reclamation Facility permits. Purchase and installation of this equipment is anticipated to be \$150,000.

3. The "Old Shop" at the landfill is approximately thirty years old and in need of repairs. A budget of \$50,000 has been included in the 2014/2015 budget to allow for renovations which will provide better parts storage and inventory control for the landfill gas to energy plant.

Also planned for FY 2014/2015 is the purchase of a new trash compactor for the CDD landfill. The current unit was purchased with a guaranteed buy back after five years or 10,000 hours. We will reach the five year mark in this work program. The trash compactor is one of the primary pieces of equipment used at the facility for waste handling and needs to be in good repair at all times.

In addition, the landfill plans to purchase a stationary tire shredder. This unit will be used to replace a mobile unit that Frederick County currently operates for the Northern Shenandoah Valley Planning Commission. The mobile unit is expected to be sold by the Planning Commission. Purchasing a stationary unit will allow Frederick County to continue to manage waste tires on site, providing alternate materials used in landfill cell construction and other civil engineering purposes at the facility.

The landfill will continue to operate and maintain existing programs including the household hazardous waste (HHW), electronics collections, brush grinding and landfill gas to energy program. These programs provide a valuable resource to the community and along with the other above mentioned projects continue to ensure that the Frederick County Landfill remains an important asset to Frederick County and its constituents.

#### **D. Refuse Collection**

Frederick County plans to continue contracting with a private hauler to provide refuse collection. The county currently maintains eight (8) compactor sites and two (2) container sites. The relocated and expanded Gainesboro citizens' convenience site opened in January of 2014.

Currently, the majority of the county's compactors are at the end of their useful life expectancy, making it necessary to institute a replacement schedule that also includes new receiver cans and new recycling containers. Although two compactors were replaced and several containers purchased during FY 2008/2009 and FY 2011/12, the replacement program has been suspended due to lack of capital funds. The relocation of the Gainesboro site brought a new compactor and receiver can on line.

**March 19, 2014**

**E. Recycling**

The county's recycling rate of 44 percent exceeds the state-mandated rate of 25 percent and is consistent with the state average. Currently, the county accepts the following materials: plastic bottles and jugs, plastic bags, aluminum and steel cans, glass, newspaper, glossy magazines, cardboard, phone books, office paper, shredded paper, used household motor oil, oil filters, antifreeze, cooking oil, scrap metal, car batteries, tires, electronics, shoes and textiles. The county also mulches brush, leaves and cut trees for use at the landfill. Last year's revenue for co-mingled materials topped \$85,000, a new record.

Presently, the recycling program is benefitting from the public's awareness concerning green living and its desire to live in a more environmentally-friendly manner. Capitalizing on this wave of stewardship, the department will continue to emphasize public education as the most effective means to promote the program through hands-on activities at the elementary and middle school level, participation in special awareness events, club meetings, improved signage at recycling drop-offs, publications, social media such as the county's website and Face Book, and advertising. It is believed that this approach will continue to nurture awareness about the environmental benefits of recycling, waste prevention, and natural resource conservation in addition to increasing the longevity of the present landfill through waste diversion.

**F. Litter Control**

The county continues to provide litter control services at the compactor and container sites. The primary function of this activity is to remove bulky items such as discarded furniture, construction debris, appliances, brush, etc. from the citizens' convenience areas and can sites. The fencing and additional staffing of the compactor sites has greatly aided litter control efforts at the various sites as well as resulted in a tremendous cost savings due to the reduction in illegal dumping and misuse by businesses and nonresidents.

Frederick County Clean Sweep continues to utilize trustees provided through the Community Inmate Workforce Program to pick up litter along the county's roadways. A source of no-cost labor, the CIWF has proved to be an invaluable benefit to the county's quality of life. The CIWF's labor contribution is valued at just over \$34,000 for FY 12/13 during which trustees removed 19.5 tons of trash from county roadways. This is in addition to state efforts and those of Adopt-A-Highway volunteers.

**G. Road Administration**

A street sign maintenance program has been established to accommodate losses due to vandalism and accidents. Frederick County has separate contracts for the street sign program:

- 1) Manufacture of street signs for Frederick County and
- 2) Installation of street signs.

During Fiscal Year 2012/2013, 120 street sign units were reported to the department as new installations or needing repairs or replacement. The county installed approximately 190 street sign units. The difference between the number of units reported and the number installed is due to the fact that some of these units were reported close to the end of the fiscal year. Although

## **Fiscal Year 2013/2014 Annual Work Program**

**Page 7**

**March 19, 2014**

manufacturing orders were placed during Fiscal Year 2012/2013, signs were not received and installed until the beginning of Fiscal Year 2013/2014. Of those 190 sign units, seven were new installations for developers. The remaining sign units were replacements due to vandalism, vehicular accidents, etc.

To date, 76 street sign units have been reported to the department as new installations or needing repairs or replacement in Fiscal Year 2013/2014. The county has installed approximately 76 sign units: Of those 76 signs units, three were new installations for developers. The remaining sign units were installed due to vandalism, vehicular accidents, etc.

A new contract for manufacturing street name signs, supplying mounting hardware and posts was issued during October 2013. The sign manufacturing costs remained the same as they were in the previous contract. However, the costs associated with supplying the mounting hardware and posts increased. The increase for the mounting hardware was nominal, but the cost of posts increased by more than 50 percent over the previous contract prices.

At the present time, the maintenance/installation of signs is being accomplished utilizing the contractor from our old contract (which expired on or about September of 2013). The contractor is performing the services for the unit rates quoted during the last contract extension. Staff has not had time to revise the Sign Installation/Maintenance RFP documents and have them reviewed by the county attorney and finance for advertisement of these services.

It should be noted that the current amount budgeted \$20,475, will need to be increased to an amount of \$28,000 to cover the increased costs associated with maintaining the county's street name sign program. It is anticipated that if the amount of development increases, the additional revenue generated would offset the additional expenditures created to accommodate this growth.

### **H. Animal Shelter**

The program at the Esther Boyd Animal Shelter will continue to emphasize the humane treatment of animals. In Fiscal Year 2014/2015, the shelter will continue its partnership with the Northern Virginia Community College Vet Tech program in Sterling, Virginia. In exchange for providing animals for the purpose of training students, shelter animals receive free veterinary care including sterilization. The adoption rate of animals that have been treated at the college is approximately 100 percent. The health department and board of supervisors have approved the spring and fall rabies clinics sponsored by the shelter.

The program involving inmates from the regional jail has been a great success and will continue in Fiscal Year 2015. Inmates work daily, cleaning and caring for the animals. Inmates also clear snow and perform other tasks as needed. Utilizing the inmates decreases personnel costs resulting in a conservative savings of approximately \$95,000 per year.

Popular shelter events such as the Canine Carnival and the Patriotic Paws Day will be combined into one event in Fiscal Year 2014/2015. These events attract attention to shelter animals as well as generate revenue. The Fiscal Year 2012/2013 Canine Carnival and Fiscal Year

## **Fiscal Year 2013/2014 Annual Work Program**

**Page 8**

**March 19, 2014**

2013/2014 Patriotic Paws Day events raised \$1,306. Local media covered the event generating positive attention for the shelter.

The shelter will also promote shelter services in the community by:

- Participating in satellite adoption programs such as those at Petco.
- Advertising shelter animals in local newspapers.
- Setting up and manning shelter booths at local events such as the Apple Blossom Festival, and Canine Carnival.
- Advertising shelter animals on WINC radio.
- Providing humane animal treatment education to local elementary school classes, church groups and scout troops.
- Advertising shelter animals on the county's web page and [www.petfinder.com](http://www.petfinder.com).
- Hosting the annual Christmas at the Shelter.
- Utilizing social media such as Facebook and twitter.
- Opening the shelter for adoptions one Sunday per month.

During Fiscal Year 2014/2015, it is anticipated that the shelter will handle approximately 1,210 dogs and 2,678 cats. During Fiscal Year 2012/2013, the shelter saw a 9 percent decrease in the number of dogs and a 15 percent increase in the number of cats accepted over Fiscal Year 2011/2012. It is anticipated that 47.5 percent of the shelter dogs will be adopted, 36.5 percent returned to the owners and 16 percent euthanized. It is anticipated that 12 percent of the shelter cats will be adopted, 2 percent returned to the owners and 86 percent euthanized.

### **I. Shawneeland Sanitary District**

The Sanitary District's priorities are road maintenance and upkeep of common properties. Our plans for Fiscal Year 2014/2015 are as follows:

#### **1.) Roads**

- a.) Maintain and improve approximately 50 miles of roadway; pave 5.34 miles of main trails with asphalt;
- b.) Improve the shoulders and side-ditches;
- c.) Replace and upgrade culverts;
- d.) Prune trees and foliage at intersections and right-of-ways;
- e.) Manufacture, repair, and replace street name signs.

#### **2.) Common Properties**

- a.) Groom and maintain 40 plus acres of common area
- b.) Improve and maintain Cherokee Lake
- c.) Maintain the ball-field;

**Fiscal Year 2013/2014 Annual Work Program**

**Page 9**

**March 19, 2014**

- d.) Maintain ponds and lakes; stock with fish;
- e.) Maintain two mail-house complexes;
- f.) Maintain two play ground areas.

**3.) Other Items**

- a.) Monitor water levels for Cherokee Lake and comply with state regulations;
- b.) Maintain the emergency siphoning system at Cherokee Lake;
- c.) Perform maintenance and repairs on all Sanitary District owned vehicles, equipment, and hand tools;
- d.) Maintain and repair all Sanitary District owned functional buildings.

HES/rls

cc: file

I





# Frederick County Public Schools

... to ensure all students an excellent education

Executive Director of Finance

fryel@frederick.k12.va.us

**DATE:** February 19, 2014  
**TO:** Jay Tibbs, Deputy County Administrator  
**FROM:** Lisa K. Frye, Executive Director of Finance  
**SUBJECT:** Spring 2014 VPSA Bond Sale

On February 11, 2014, the school board approved a resolution authorizing the application to participate in the Virginia Public School Authority (VPSA) Spring 2014 bond sale and requests Board of Supervisor approval of the county's participation in the sale.

It is requested that the required public hearing for the process be set for April 9, 2014, after which action by the supervisors can be taken. A sample copy of the Board's resolution is attached for information only at this point.

Proceeds from the spring bond sale will satisfy the projected cash needs until the next bond sale in the fall. The funds are for the replacement middle school project (\$3.1 million) and for A/E services for the fourth high school (\$1.6 million). The amount of the bond application is \$4,700,000.

Thank you.

Attachment: Sample Board of Supervisors Resolution

cc: David T. Sovine, Ed.D., Superintendent  
John R. Riley, County Administrator  
Cheryl Shiffler, Frederick County Finance Director  
Bond Counsel

**RESOLUTION AUTHORIZING THE ISSUANCE OF NOT TO EXCEED  
\$4,700,000 GENERAL OBLIGATION SCHOOL BOND OF THE  
COUNTY OF FREDERICK, VIRGINIA, TO BE SOLD TO THE  
VIRGINIA PUBLIC SCHOOL AUTHORITY AND PROVIDING  
FOR THE FORM AND DETAILS THEREOF.**

**WHEREAS**, the Board of Supervisors (the "Board") of the County of Frederick, Virginia (the "County"), has determined that it is necessary and expedient to borrow an amount not to exceed \$4,700,000 and to issue its general obligation school bond (as more specifically defined below, the "Local School Bond") for the purpose of certain capital projects for public school purposes, consisting primarily of the construction and equipping of a replacement middle school and architectural and engineering costs associated with the construction of a new high school (collectively, the "Project");

**WHEREAS**, the County held a public hearing, duly noticed, on April 9, 2014, on the issuance of the Local School Bond in accordance with the requirements of Section 15.2-2606, Code of Virginia 1950, as amended (the "Virginia Code");

**WHEREAS**, the School Board of the County has, by resolution, requested the Board to authorize the issuance of the Local School Bond and consented to the issuance of the Local School Bond;

**WHEREAS**, Virginia Public School Authority ("VPSA") has offered to purchase the Local School Bond along with the local school bonds of certain other localities with a portion of the proceeds of certain bonds to be issued by VPSA in the spring of 2014 (the "VPSA Bonds");

**WHEREAS**, the Bond Sale Agreement (as defined below) shall indicate that \$4,700,000 is the amount of proceeds requested (the "Proceeds Requested") from VPSA in connection with the sale of the Local School Bond;

**WHEREAS**, VPSA's objective is to pay the County a purchase price for the Local School Bond which, in VPSA's judgment, reflects the Local School Bond's market value (the "VPSA Purchase Price Objective"), taking into consideration of such factors as the amortization schedule the County has requested for the Local School Bond relative to the amortization schedules requested by other localities, the purchase price to be received by VPSA from the sale of the VPSA Bonds and other market conditions relating to the sale of the VPSA Bonds; and

**WHEREAS**, such factors may result in the Local School Bond having a purchase price other than par and consequently (i) the County may have to issue the Local School Bond in a principal amount that is greater than or less than the Proceeds Requested in order to receive an amount of proceeds that is substantially equal to the Proceeds Requested, or (ii) if the maximum authorized principal amount of the Local School Bond set forth in section 1 below does not exceed the Proceeds Requested by at least the amount of any discount, the purchase price to be paid to the County, given the VPSA

Purchase Price Objective and market conditions, will be less than the Proceeds Requested.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF SUPERVISORS OF THE COUNTY OF FREDERICK, VIRGINIA:**

**1. Authorization of Local School Bond and Use of Proceeds.** The Board hereby determines that it is advisable to contract a debt and issue and sell its general obligation school bond in an aggregate principal amount not to exceed \$4,700,000 (the "Local School Bond") for the purpose of financing the Project. The Board hereby authorizes the issuance and sale of the Local School Bond in the form and upon the terms established pursuant to this Resolution.

**2. Sale of the Local School Bond.** The sale of the Local School Bond, within the parameters set forth in paragraph 4 of this Resolution, to VPSA is authorized. Given the VPSA Purchase Price Objective and market conditions, the County acknowledges that the limitation on the maximum principal amount on the Local School Bond set forth in paragraph 1 of this Resolution restricts VPSA's ability to generate the Proceeds Requested, however, the Local School Bond may be sold for a purchase price not lower than 95% of the Proceeds Requested. The Chairman of the Board, the County Administrator, or either of them (each a "Delegate") and such other officer or officers of the County as either may designate are hereby authorized and directed to enter into an agreement with VPSA providing for the sale of the Local School Bond to VPSA (the "Bond Sale Agreement"). The Bond Sale Agreement shall be in substantially the form submitted to the Board at this meeting, which form is hereby approved.

**3. Details of the Local School Bond.** The Local School Bond shall be dated 15 days prior to the date of its issuance and delivery or such other date designated by VPSA; shall be designated "General Obligation School Bond, Series 2014"; shall bear interest from its dated date payable semi-annually on each January 15 and July 15 beginning January 15, 2015 (each an "Interest Payment Date"), at the rates established in accordance with paragraph 4 of this Resolution; and shall mature on July 15 in the years (each a "Principal Payment Date") and in the amounts acceptable to a Delegate (the "Principal Installments"), subject to the provisions of paragraph 4 of this Resolution.

**4. Interest Rates and Principal Installments.** Each Delegate is hereby authorized and directed to accept the interest rates on the Local School Bond established by VPSA, provided that each interest rate shall be five one-hundredths of one percent (0.05%) over the interest rate to be paid by VPSA for the corresponding principal payment date of the VPSA Bonds, a portion of the proceeds of which will be used to purchase the Local School Bond, and provided further that the true interest cost of the Local School Bond does not exceed five and fifty one-hundredths percent (5.50%) per annum. The Interest Payment Dates and the Principal Installments are subject to change at the request of VPSA. Each Delegate is hereby authorized and directed to accept changes in the Interest Payment Dates and the Principal Installments at the request of VPSA based on the final term to maturity of the VPSA Bonds, requirements imposed on VPSA by the nationally-recognized rating agencies and the final principal amount of the Local School

Bond; provided, however, that the principal amount of the Local School Bond shall not exceed the amount authorized by this Resolution and the final maturity date of the Local School Bond shall not be later than 21 years from the date of issuance. The execution and delivery of the Local School Bond as described in paragraph 8 hereof shall conclusively evidence the approval and acceptance of all of the details of the Local School Bond by the Delegate as authorized by this Resolution.

**5. Form of the Local School Bond.** The Local School Bond shall be initially in the form of a single, temporary typewritten bond substantially in the form attached hereto as Exhibit A.

**6. Payment; Paying Agent and Bond Registrar.** The following provisions shall apply to the Local School Bond:

(a) For as long as VPSA is the registered owner of the Local School Bond, all payments of principal, premium, if any, and interest on the Local School Bond shall be made in immediately available funds to VPSA at, or before 11:00 a.m. on the applicable Interest Payment Date, Principal Payment Date or date fixed for prepayment or redemption, or if such date is not a business day for Virginia banks or for the Commonwealth of Virginia, then at or before 11:00 a.m. on the business day next succeeding such Interest Payment Date, Principal Payment Date or date fixed for prepayment or redemption.

(b) All overdue payments of principal and, to the extent permitted by law, interest shall bear interest at the applicable interest rate or rates on the Local School Bond.

(c) U.S. Bank National Association, Richmond, Virginia, is designated as Bond Registrar and Paying Agent for the Local School Bond.

**7. Prepayment or Redemption.** The Principal Installments of the Local School Bond held by VPSA coming due on or before July 15, 2024, and the definitive bond for which the Local School Bond held by VPSA may be exchanged that mature on or before July 15, 2024, are not subject to prepayment or redemption prior to their stated maturities. The Principal Installments of the Local School Bond held by VPSA coming due on or after July 15, 2025, and the definitive bond(s) for which the Local School Bond held by VPSA may be exchanged that mature on or after July 15, 2025, are subject to prepayment or redemption at the option of the County prior to their stated maturities in whole or in part, on any date on or after July 15, 2024, upon payment of the prepayment or redemption prices (expressed as percentages of Principal Installments to be prepaid or the principal amount of the Local School Bond to be redeemed) set forth below plus accrued interest to the date set for prepayment or redemption:

<u>Dates</u>	<u>Prices</u>
July 15, 2024 through July 14, 2025	101%
July 15, 2025 through July 14, 2026	100½
July 15, 2026 and thereafter	100

Provided, however, that the Local School Bond shall not be subject to prepayment or redemption prior to their stated maturities as described above without first obtaining the written consent of VPSA or other registered owner of the Local School Bond. Notice of any such prepayment or redemption shall be given by the Bond Registrar to VPSA or other registered owner by registered mail not more than ninety (90) and not less than sixty (60) days before the date fixed for prepayment or redemption.

**8. Execution of the Local School Bond.** The Chairman or Vice Chairman and the Clerk or any Deputy Clerk of the Board are authorized and directed to execute and deliver the Local School Bond and to affix the seal of the County thereto.

**9. Pledge of Full Faith and Credit.** For the prompt payment of the principal of, premium, if any, and the interest on the Local School Bond as the same shall become due, the full faith and credit of the County are hereby irrevocably pledged, and in each year while any portion of the Local School Bond shall be outstanding there shall be levied and collected in accordance with law an annual ad valorem tax upon all taxable property in the County subject to local taxation sufficient in amount to provide for the payment of the principal of and premium, if any, and the interest on the Local School Bond as such principal, premium, if any, and interest shall become due, which tax shall be without limitation as to rate or amount and in addition to all other taxes authorized to be levied in the County to the extent other funds of the County are not lawfully available and appropriated for such purpose.

**10. Use of Proceeds Certificate and Tax Compliance Agreement.** The Chairman of the Board, the County Administrator and such other officer or officers of the County or the School Board as either may designate are hereby authorized and directed to execute and deliver on behalf of the County a Use of Proceeds Certificate and Tax Compliance Agreement (the "Tax Compliance Agreement") setting forth the expected use and investment of the proceeds of the Local School Bond and containing such covenants as may be necessary in order to show compliance with the provisions of the Internal Revenue Code of 1986, as amended (the "Code"), and applicable regulations relating to the exclusion from gross income of interest on the VPSA Bonds. The Board covenants on behalf of the County that (i) the proceeds from the issuance and sale of the Local School Bond will be invested and expended as set forth in such Tax Compliance Agreement and that the County shall comply with the other covenants and representations contained therein and (ii) the County shall comply with the provisions of the Code so that interest on the VPSA Bonds will remain excludable from gross income for federal income tax purposes.

**11. State Non-Arbitrage Program; Proceeds Agreement.** The Board hereby determines that it is in the best interests of the County to authorize and direct the

County Treasurer to participate in the State Non-Arbitrage Program in connection with the Local School Bond. The Chairman of the Board, the County Administrator and such officer or officers of the County as either may designate are hereby authorized and directed to execute and deliver a Proceeds Agreement with respect to the deposit and investment of proceeds of the Local School Bond by and among the County, the other participants in the sale of the VPSA Bonds, VPSA, the investment manager and the depository, substantially in the form submitted to the Board at this meeting, which form is hereby approved.

**12. Continuing Disclosure Agreement.** The Chairman of the Board, the County Administrator and such other officer or officers of the County as either may designate are hereby authorized and directed to execute a Continuing Disclosure Agreement, as set forth in Appendix F to the Bond Sale Agreement, setting forth the reports and notices to be filed by the County and containing such covenants as may be necessary in order to show compliance with the provisions of the Securities and Exchange Commission Rule 15c2-12, under the Securities Exchange Act of 1934, as amended, and directed to make all filings required by Section 3 of the Bond Sale Agreement should the County be determined by VPSA to be a MOP (as defined in the Bond Sale Agreement).

**13. Refunding.** The Board hereby acknowledges that VPSA may issue refunding bonds to refund any bonds previously issued by VPSA, including the VPSA Bonds issued to purchase the Local School Bond, and that the purpose of such refunding bonds would be to enable VPSA to pass on annual debt service savings to the local issuers, including the County. Each of the Delegates is authorized to execute and deliver to VPSA such allonge to the Local School Bond, revised debt service schedule, IRS Form 8038-G or such other documents reasonably deemed necessary by VPSA and VPSA's bond counsel to be necessary to reflect and facilitate the refunding of the Local School Bond and the allocation of the annual debt service savings to the County by VPSA. The Clerk to the Board of Supervisors is authorized to affix the County's seal on any such documents and attest or countersign the same.

**14. Filing of Resolution.** The appropriate officers or agents of the County are hereby authorized and directed to cause a certified copy of this Resolution to be filed with the Circuit Court of the County.

**15. Election to Proceed under Public Finance Act.** In accordance with Section 15.2-2601 of the Virginia Code, the Board elects to issue the Local School Bond pursuant to the provisions of the Public Finance Act of 1991, Chapter 26 of Title 15.2 of the Virginia Code.

**16. Further Actions.** The members of the Board and all officers, employees and agents of the County are hereby authorized to take such action as they or any one of them may consider necessary or desirable in connection with the issuance and sale of the Local School Bond and otherwise in furtherance of this Resolution and any such action previously taken is hereby ratified and confirmed.

**17. Effective Date.** This Resolution shall take effect immediately.

The undersigned Clerk of the Board of Supervisors of the County of Frederick, Virginia, hereby certifies that the foregoing constitutes a true and correct extract from the minutes of a meeting of the Board of Supervisors held on April 9, 2014, and of the whole thereof so far as applicable to the matters referred to in such extract. I hereby further certify that such meeting was a regularly scheduled meeting and that, during the consideration of the foregoing resolution, a quorum was present. The front page of this Resolution accurately records (i) the members of the Board of Supervisors present at the meeting, (ii) the members who were absent from the meeting, and (iii) the vote of each member, including any abstentions.

**WITNESS MY HAND** and the seal of the Board of Supervisors of the County of Frederick, Virginia, this 9th day of April, 2014.

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John R. Riley, Jr.  
Clerk, Board of Supervisors  
County of Frederick, Virginia

(SEAL)

Resolution No.: 046-14

**EXHIBIT A**  
**(FORM OF TEMPORARY BOND)**

NO. TR-1

\$ \_\_\_\_\_

**UNITED STATES OF AMERICA**  
**COMMONWEALTH OF VIRGINIA**  
**COUNTY OF FREDERICK**  
**General Obligation School Bond**  
**Series 2014**

**Dated Date: May \_\_\_\_ [15 days prior to issuance], 2014**

The **COUNTY OF FREDERICK, VIRGINIA** (the "County"), for value received, hereby acknowledges itself indebted and promises to pay to the **VIRGINIA PUBLIC SCHOOL AUTHORITY** the principal amount of \_\_\_\_\_ DOLLARS (\$ \_\_\_\_\_), in annual installments in the amounts set forth on Schedule I attached hereto payable on July 15, 20\_\_ and annually on July 15 thereafter to and including July 15, 20\_\_ (each a "Principal Payment Date"), together with interest from the dated date of this Bond on the unpaid installments, payable semi-annually on January 15 and July 15 of each year, commencing on January 15, 2015 (each an "Interest Payment Date"; together with any Principal Payment Date, a "Payment Date"), at the rates per annum set forth on Schedule I attached hereto, subject to prepayment or redemption as hereinafter provided. Principal of and interest and premium, if any, on this Bond are payable in lawful money of the United States of America.

For as long as the Virginia Public School Authority is the registered owner of this Bond, U.S. Bank National Association, as bond registrar (the "Bond Registrar"), shall make all payments of the principal of and interest and premium, if any, on this Bond, without the presentation or surrender hereof, to the Virginia Public School Authority, in immediately available funds at or



before 11:00 a.m. on the applicable Payment Date or date fixed for prepayment or redemption. If a Payment Date or date fixed for prepayment or redemption is not a business day for banks in the Commonwealth of Virginia or for the Commonwealth of Virginia, then the payment of the principal of and interest and premium, if any, on this Bond shall be made in immediately available funds at or before 11:00 a.m. on the business day next succeeding the scheduled Payment Date or date fixed for prepayment or redemption. Upon receipt by the registered owner of this Bond of said payments of principal, premium, if any, and interest, written acknowledgment of the receipt thereof shall be given promptly to the Bond Registrar, and the County shall be fully discharged of its obligation on this Bond to the extent of the payment so made. Upon final payment, this Bond shall be surrendered to the Bond Registrar for cancellation.

The full faith and credit of the County are irrevocably pledged for the payment of the principal of and the premium, if any, and interest on this Bond. The resolution adopted by the Board of Supervisors authorizing the issuance of this Bond provides, and Section 15.2-2624, Code of Virginia 1950, as amended (the "Virginia Code"), requires, that there shall be levied and collected an annual tax upon all taxable property in the County subject to local taxation sufficient to provide for the payment of the principal of and interest and premium, if any, on this Bond as the same shall become due which tax shall be without limitation as to rate or amount and shall be in addition to all other taxes authorized to be levied in the County to the extent other funds of the County are not lawfully available and appropriated for such purpose.

This Bond is duly authorized and issued in compliance with and pursuant to the Constitution and laws of the Commonwealth of Virginia, including the Public Finance Act of 1991, Chapter 26, Title 15.2 of the Virginia Code, and resolutions duly adopted by the Board of County Supervisors of

the County and the School Board of the County to provide funds for capital projects for school purposes.

This Bond may be exchanged without cost, on twenty (20) days written notice from the Virginia Public School Authority, at the office of the Bond Registrar on one or more occasions for one or more temporary bonds or definitive bonds in marketable form and, in any case, in fully registered form, in denominations of \$5,000 and whole multiples thereof, and having an equal aggregate principal amount, having principal installments or maturities and bearing interest at rates corresponding to the maturities of and the interest rates on the installments of principal of this Bond then unpaid. This Bond is registered in the name of the Virginia Public School Authority on the books of the County kept by the Bond Registrar, and the transfer of this Bond may be effected by the registered owner of this Bond only upon due execution of an assignment by such registered owner. Upon receipt of such assignment and the surrender of this Bond, the Bond Registrar shall exchange this Bond for definitive bonds as hereinabove provided, such definitive bonds to be registered on such registration books in the name of the assignee or assignees named in such assignment.

The principal installments of this Bond coming due on or before July 15, 2024 and the definitive bonds for which this Bond may be exchanged that mature on or before July 15, 2024, are not subject to prepayment or redemption prior to their stated maturities. The principal installments of this Bond coming due on or after July 15, 2025, and the definitive bonds for which this Bond may be exchanged that mature on or after July 15, 2025, are subject to prepayment or redemption at the option of the County prior to their stated maturities in whole or in part, on any date on or after July 15, 2024, upon payment of the prepayment or redemption prices (expressed as percentages of

principal installments to be prepaid or the principal amount of this Bond to be redeemed) set forth below plus accrued interest to the date set for prepayment or redemption:

<u>Dates</u>	<u>Prices</u>
July 15, 2024 through July 14, 2025	101%
July 15, 2025 through July 14, 2026	100½
July 15, 2026 and thereafter	100

Provided, however, that the principal installments on this Bond shall not be subject to prepayment or redemption prior to their stated maturities as described above without the prior written consent of VPSA or other registered owner of this Bond. Notice of any such prepayment or redemption shall be given by the Bond Registrar to VPSA or other registered owner by registered mail not more than ninety (90) and not less than sixty (60) days before the date fixed for prepayment or redemption.

All acts, conditions and things required by the Constitution and laws of the Commonwealth of Virginia to happen, exist or be performed precedent to and in the issuance of this Bond have happened, exist and have been performed in due time, form and manner as so required, and this Bond, together with all other indebtedness of the County, is within every debt and other limit prescribed by the Constitution and laws of the Commonwealth of Virginia.

IN WITNESS WHEREOF, the Board of Supervisors of the County of Frederick, Virginia has caused this Bond to be issued in the name of the County of Frederick, Virginia, to be signed by its Chairman or Vice-Chairman, its seal to be affixed hereto and attested by the signature of its Clerk or any of its Deputy Clerks, and this Bond to be dated May \_\_ [15 days prior to the closing date], 2014.

COUNTY OF FREDERICK, VIRGINIA

(SEAL)

ATTEST:

\_\_\_\_\_  
Clerk, Board of Supervisors of the  
County of Frederick, Virginia

\_\_\_\_\_  
Chairman, Board of Supervisors of the  
County of Frederick, Virginia

## ASSIGNMENT

FOR VALUE RECEIVED, the undersigned sells, assigns and transfers unto

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

(PLEASE PRINT OR TYPEWRITE NAME AND ADDRESS, INCLUDING ZIP CODE, OF ASSIGNEE)

PLEASE INSERT SOCIAL SECURITY OR OTHER IDENTIFYING NUMBER OF ASSIGNEE: \_\_\_\_\_

the within Bond and irrevocably constitutes and appoints

\_\_\_\_\_ attorney to exchange said Bond for definitive bonds in lieu of which this Bond is issued and to register the transfer of such definitive bonds on the books kept for registration thereof, with full power of substitution in the premises.

Date: \_\_\_\_\_

\_\_\_\_\_  
Registered Owner

Signature Guaranteed:

\_\_\_\_\_  
(NOTICE: Signature(s) must be guaranteed by an "eligible guarantor institution" meeting the requirements of the Bond Registrar which requirements will include Membership or participation in STAMP or such other "signature guarantee program" as may be determined by the Bond Registrar in addition to, or in substitution for, STAMP, all in accordance with the Securities Exchange Act of 1934, as amended.

(NOTICE: The signature above must correspond with the name of the Registered Owner as it appears on the front of this Bond in every particular, without alteration or change.)

# VIRGINIA PUBLIC SCHOOL AUTHORITY

## BOND SALE AGREEMENT

Name of County, City or Town (the "Locality"): County of Frederick, Virginia

VPSA Sale Date: Expected to be on or about April 24, 2014

Closing Date: Expected to be on or about May 15, 2014

Proceeds Requested: \$4,700,000

Maximum Authorized Par Amount: \$4,700,000

Amortization Period:

Please specify your preferred amortization  
schedule (*check one preference*):

- ☐ Level Debt Service  
☒ Level Principal  
☐ Other (attach proposed amortization  
structure)

Number of Years of Principal Amortization:  
20 years, beginning (*Check requested date*):

- ☒ July 15, 2015  
☐ July 15, 2016  
☐ Other

\*\*\*\*\*

1. The Virginia Public School Authority ("VPSA") hereby offers to purchase, solely from the proceeds of VPSA's 2014 Spring Pool Bonds (the "VPSA Bonds"), your general obligation school bond ("local school bond") at a price, determined by VPSA to be within the parameters set forth in your local resolution (as defined below) that, subject to VPSA's *purchase price objective* and market conditions described below, is substantially equal to your Proceeds Requested set forth above (as authorized by your local resolution). The sale date of the VPSA Bonds is tentatively scheduled for the week of April 24, 2014 but may occur, subject to market conditions, at any time between April 21, 2014 and June 30, 2014 (the "VPSA Sale Date"). You acknowledge that VPSA has advised you that its objective is to pay you a purchase price for your local school bond which in VPSA's judgment reflects its market value ("*purchase price objective*") taking into consideration such factors as the amortization schedule you have requested for your local school bond (as set forth above) relative to the amortization schedules requested by the other localities for their respective bonds, the purchase price received by VPSA for the VPSA Bonds and other market conditions relating to the sale of the VPSA Bonds. You further acknowledge that VPSA has advised you that such factors may result in your local school bond having a value other than par and that in order to receive an amount of proceeds that is substantially equal to your Proceeds Requested, you may need to issue your local school bond with a par amount that is greater or less than your Proceeds Requested. You, at the request of VPSA, agree to issue your local school bond in a par amount not in

excess of the Maximum Authorized Par Amount to provide, to the fullest extent practicable given VPSA's *purchase price objective*, a purchase price for your local school bond and a proceeds amount that is substantially equal to your Proceeds Requested. You acknowledge that the purchase price for your local school bond will be less than the Proceeds Requested should the Maximum Authorized Par Amount be insufficient, based upon VPSA's *purchase price objective*, to generate an amount of proceeds substantially equal to your Proceeds Requested.

2. You represent that on or before April 11, 2014, your local governing body will have duly authorized the issuance of your local school bond by adopting a resolution in substantially the form attached hereto as **Appendix B** (the "local resolution") and that your local school bond will be in the form set forth in the local resolution. Any changes that you or your counsel wish to make to the form of the local resolution and/or your local school bond must be approved by VPSA prior to adoption of the local resolution by your local governing body.
3. You hereby covenant that you will comply with and carry out all of the provisions of the Continuing Disclosure Agreement in the form attached hereto as **Appendix F**, which agreement is hereby incorporated by reference herein and expressly made a part hereof for all purposes. VPSA has defined a Material Obligated Person ("MOP") for purposes of the Continuing Disclosure Agreement as any Local Issuer (as defined therein) the principal amount of whose local school bond(s) pledged under VPSA's 1997 Resolution comprises more than 10% of the total principal amount of all bonds of VPSA outstanding under the 1997 Resolution. MOP status with respect to the VPSA Bonds will be determined by comparing the principal amount of your local school bond(s) to the principal amount of the bonds outstanding under the 1997 Resolution. MOP status for future VPSA bonds issued under the 1997 Resolution will be determined by adding the principal amount of your local school bond(s) to be sold to VPSA and the principal amount of your local school bond(s) previously sold to VPSA and pledged under VPSA's 1997 Resolution and measuring the total against 10% of the face value of all bonds of VPSA outstanding as of a bond closing date under VPSA's 1997 Resolution. If you are or may be a MOP with respect to the VPSA Bonds, VPSA will require that you file all the information described in the following paragraph prior to VPSA's distribution of its Preliminary Official Statement, currently scheduled for the week of April 14, 2014.

You acknowledge that if you are, or in the sole judgment of VPSA may be, a MOP following the issuance of your local school bond that is the subject of this Bond Sale Agreement, VPSA will include by specific reference in its Preliminary Official Statements and final Official Statements (for this sale and, if you remain a MOP or become a MOP again after ceasing to be a MOP, for all applicable future sales) the information respecting you ("Your Information") that is on file with the Municipal Securities Rulemaking Board (the "MSRB") through its Electronic Municipal Market Access System. Accordingly, if VPSA has determined that you are at any time a MOP (I) following the delivery of your local school bond to VPSA in connection with this sale, or (II) during the course of any future sale, whether or not you are a participant in such sale, you hereby represent and covenant to VPSA that you will file such additional information, if any, as is required so that Your Information, as of each of (I)(A) the date

of VPSA's applicable Preliminary Official Statement (in the case of this sale, expected to be April 15, 2014), (B) the date of VPSA's applicable final Official Statement (in the case of this sale, expected to be April 24, 2014) and (C) the date of delivery of VPSA's Bonds (in the case of this sale, expected to be May 15, 2014) and (II) such other dates associated with future sales as VPSA may specify to you, will be true and correct and will not contain any untrue statement of a material fact or omit to state a material fact which should be included in Your Information for the purpose for which it is included by specific reference in VPSA's official statement or which is necessary to make the statements contained in such information, in light of the circumstances under which they were made, not misleading. You further agree to furnish to VPSA a copy of all filings related to your local school bond(s) you make with the MSRB subsequent to the date of this Agreement. Such copy will be furnished to VPSA on or before the day that any such filing is made.<sup>1</sup>

VPSA will advise you in writing within 60 days after the end of each fiscal year if you were a MOP as of the end of such fiscal year. Upon written request, VPSA will also advise you of your status as a MOP as of any other date. You hereby covenant that you will provide the certificate described in clause (e) of Section 4 below if VPSA includes Your Information by specific reference in its disclosure documents in connection with this sale or any future sale, whether or not you are a participant in such sale.

4. VPSA's commitment to purchase your local school bond is contingent upon (I) VPSA's receipt on the Closing Date of (a) your local school bond which shall include and otherwise meet the Standard Terms and Conditions contained in **Appendix A** hereto, (b) certified copies of the local resolution (see **Appendix B** attached hereto) and the school board resolution, if applicable (see **Appendix E** attached hereto), (c) an executed agreement, among VPSA, you and the other, if applicable, local units simultaneously selling their bonds to VPSA, the depository and the investment manager for the State Non-Arbitrage Program<sup>®</sup> ("SNAP<sup>®</sup>"), providing for the custody, investment and disbursement of the proceeds of your bonds and the other general obligation school bonds, and the payment by you and the other local units of the allocable, associated costs of compliance with the Internal Revenue Code of 1986, as amended, and any costs incurred in connection with your participation in SNAP<sup>®</sup> (the "Proceeds Agreement"), (d) an executed copy of the Use of Proceeds Certificate and Tax Compliance Agreement (the "Tax Compliance Agreement") in the form attached hereto as **Appendix C**, (e) if you are a MOP and VPSA has included by specific reference Your Information into VPSA's Preliminary and final Official Statement, your certificate dated the date of the delivery of the VPSA Bonds to the effect that (i) Your Information was as of the date of VPSA's Preliminary and final Official Statements, and is as of the date of the certificate which shall be dated the closing date, true and correct and did not and does not contain an untrue statement of a material fact or omit to state a material fact which should be included in Your Information for the purpose for which it is included by specific reference in VPSA's Official Statements or which is necessary to make the statements

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<sup>1</sup> To provide you some perspective on this requirement, as of June 30, 2013, VPSA would have had to have pledged under its 1997 Resolution approximately \$282 million of your bonds for you to have been designated a MOP.



contained in such information, in light of the circumstances under which they were made, not misleading, and (ii) you have complied with your undertakings regarding the amendments adopted on November 10, 1994 to Rule 15c2-12 under the Securities Exchange Act of 1934, as amended, for the preceding five years, (f) an approving legal opinion from your bond counsel in form satisfactory to VPSA as to (1) the validity of your local school bond, (2) the current and expected use of the proceeds of your local school bond and the financed property by the Locality and the School Board of the Locality will not result in the local school bond being considered a "private activity bond" within the meaning of Section 141 of the Internal Revenue Code of 1986, as amended, (3) the conformity of the terms and provisions of your local school bond to the requirements of this Bond Sale Agreement including the appendices attached hereto, and (4) the due authorization, execution and delivery of this Bond Sale Agreement, Continuing Disclosure Agreement, the Tax Compliance Agreement and the Proceeds Agreement, and the validity of the Continuing Disclosure Agreement, the Tax Compliance Agreement and the Proceeds Agreement, (g) a transcript of the other customary closing documents not listed above, and (h) the proceeds of the VPSA Bonds, (II) if you will be using the proceeds of your local school bond to retire a bond anticipation note, certificate of participation or other form of financing (the "Refunded Debt"), receipt by VPSA of (a) an opinion of your bond counsel that, as of the Closing Date, the Refunded Debt will have been paid in full or defeased according to the provisions of the instrument authorizing the Refunded Debt (in rendering such opinion bond counsel may rely on a letter or certificate of an accounting or financial professional as to any mathematical computations necessary for the basis for such opinion) and (b) an executed copy of the escrow deposit agreement/letter of instruction providing for the retirement of the Refunded Debt and (III) your compliance with the terms of this Bond Sale Agreement. One complete original transcript of the documents listed above shall be provided by your counsel to McGuireWoods LLP, bond counsel to VPSA, on the Closing Date or, with VPSA's permission, as soon as practicable thereafter but in no event more than thirty (30) business days after the Closing Date.

5. Subject to the conditions described in Section 4 hereto, this Bond Sale Agreement shall become binding as of the later of the VPSA Sale Date and the date you execute this Bond Sale Agreement.

Dated as of April 11, 2014.

Virginia Public School Authority

County of Frederick, Virginia

By: \_\_\_\_\_  
Authorized VPSA Representative

By: \_\_\_\_\_  
Name: John R. Riley, Jr.  
Title: County Administrator


J



## MEMORANDUM

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**TO:** Board of Supervisors

**FROM:** Michael T. Ruddy, AICP  
Deputy Director 

**RE:** Public Facilities and the 2030 Comprehensive Plan – Public Hearing

**DATE:** March 31, 2014

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The Public Facilities and the 2030 Comprehensive Plan proposed amendment to the 2030 Comprehensive Plan is presented to the Board of Supervisors as a public hearing item. Staff is seeking approval of this amendment to the 2030 Comprehensive Plan. The Planning Commission recommended approval of this amendment at their March meeting.

Previously, staff received direction from the Board of Supervisors during their discussion of this item to move the Public Facilities and the 2030 Comprehensive Plan amendment through the public hearing process. This was following a discussion of the location expectations part of this amendment. Staff incorporated comments received from the Board of Supervisors into the amendment that has been forwarded to public hearing.

The Comprehensive Plans and Programs Committee (CPPC), at their October 14, 2013 meeting, endorsed the proposed amendment. The proposed amendment was initiated by the Comprehensive Plans and Programs Committee of the Planning Commission as a result of the initial discussion of this subject at the August 26, 2013 CPPC meeting. The recent amendment to the Capital Improvement Plan was a catalyst for this discussion.

The attached language is offered as a potential addition to the 2030 Comprehensive Plan. The proposed addition would be inserted into the Plan within Chapter VI, Public Facilities – Creating Community with Public Facilities.

Please contact me if you have any further questions.

MTR/pd  
Attachments

## **FREDERICK COUNTY GOVERNMENT SERVICES**

### **FUTURE FOCUS**

Frederick County government shall continue to provide accessible, effective, and high quality government services to its citizens, business owners, and community partners. Community facilities providing administrative and judicial services shall be located in urban areas which may include the County's Urban Development Area, Sewer and Water Service Area, and/or areas identified as future Urban Centers. Advances in technology shall be embraced as a means of further advancing government services to those citizens, business owners, and community partners. In addition, a variety of communication methods shall be used to engage the community and promote the accessibility of government services.

In general, the County shall strive to improve access to government services through a variety of creative and proactive approaches. This may include, but is not limited to, physically building community facilities in urban areas and those locations including the County's Urban Development Area, Sewer and Water Service Area, and/or areas identified as future Urban Centers identified in the Comprehensive Plan that are highly accessible, and also through the use of technology that connects the County with the community.

Projects and proposals aimed at enhancing the County's ability to provide accessible, effective, and high quality government services, either by Frederick County or by private entities through allowable programs such as PPEA, should be considered as being consistent with the Comprehensive Plan of the County. Such community facilities shall generally also be included in the Capital Improvement Plan.

The goal of any community facility is to allow for an improvement to general governmental facilities and services for the benefit of the residents of Frederick County, meeting their increasing needs for accessible government services in appropriate locations.

### **POLICIES/IMPLEMENTATION**

**POLICY:**      **IMPROVE SERVICES TO CITIZENS THROUGH THE EFFICIENT AND EFFECTIVE PROVISION OF COMMUNITY FACILITIES.**

**IMPLEMENTATION:**

- County government services, including but not limited to County and School Administration facilities, should be provided as needed to provide citizens, business owners, and community partners with accessible government services.
- Community facilities should generally be located within urban areas which may include the County's Urban Development Area, Sewer and Water Service Area, and/or areas identified as future Urban Centers.
- The community facilities should further the goals of the 2030 Comprehensive Plan by creating community with public facilities and implementing those Neighborhood Design Principles expressed in the 2030 Comprehensive Plan.
- Community facilities should create a sense of community and serve as community focal points.
- Collaboration between County agencies should continue to be a priority goal in order to ensure that the investment made in the County's community facilities will continue to provide the best possible environment for positive and vibrant community growth.
- The development of community facilities should promote a visually unified, coordinated, and identifiable area of particular significance to the community.



# RESOLUTION

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**Action:**

PLANNING COMMISSION: March 5, 2014      -      Recommended Approval

BOARD OF SUPERVISORS: April 9, 2014      ☐ APPROVED      ☐ DENIED

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**RESOLUTION TO ADOPT AN AMENDMENT TO THE  
2030 COMPREHENSIVE PLAN,  
CHAPTER VI, PUBLIC FACILITIES – FREDERICK COUNTY  
GOVERNMENT SERVICES**

**WHEREAS**, The 2030 Comprehensive Plan, The Plan, was adopted by the Board of Supervisors on April 20, 2011; and

**WHEREAS**, This amendment, adding the section Frederick County Government Services including a policy to improve services to citizens through the efficient and effective provision of community facilities, is a follow up to and in support of the discussion of the Capital Improvement Plan (CIP) and proposed joint County Administration Facilities to be located generally in the County's Urban Development Area (UDA) or Sewer and Water Service Area (SWSA); and

**WHEREAS**, the Frederick County Planning Commission held a public hearing on this proposed amendment on March 5, 2014 and recommended approval; and

**WHEREAS**, the Frederick County Board of Supervisors held a public hearing on this proposed amendment on April 9, 2014; and

**WHEREAS**, the Frederick County Board of Supervisors finds that the adoption of this amendment to the 2030 Comprehensive Plan, Chapter VI, Public Facilities – Frederick County Government Services, to be in the best interest of the public health, safety, welfare and future of Frederick County, and in good planning practice; and

**NOW, THEREFORE, BE IT ORDAINED** by the Frederick County Board of Supervisors that **THE AMENDMENT TO THE 2030 COMPREHENSIVE PLAN, CHAPTER VI, PUBLIC FACILITIES – FREDERICK COUNTY GOVERNMENT SERVICE**, is adopted. This amendment continues to promote Frederick County government and its effort to provide accessible, effective and high quality government services to its citizens, business owners and community partners.

Passed this 9th day of April, 2014 by the following recorded vote:

Richard C. Shickle, Chairman	_____	Gary A. Lofton	_____
Robert A. Hess	_____	Robert W. Wells	_____
Gene E. Fisher	_____	Charles S. DeHaven, Jr.	_____
Christopher E. Collins	_____		

**A COPY ATTEST**

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John R. Riley, Jr.  
Frederick County Administrator

K





## MEMORANDUM

**TO:** Frederick County Board of Supervisors

**FROM:** Candice E. Perkins, AICP, Senior Planner *CEP*

**SUBJECT:** Request for Pump & Haul Permit  
1154 Green Springs Road, Winchester (PIN#: 21-A-66)

**DATE:** March 31, 2014

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Staff has received a request seeking approval of a Pump & Haul Permit for an existing residence located at 1154 Green Springs Road. Frederick County Code, §161-201.05A, states that the Frederick County Board of Supervisors, after receiving a written statement from the Health Department, may approve a permanent pump and haul system permit if specific criteria is satisfied. ***This request appears to comply with the code requirements and, therefore, Board consideration of the request is appropriate.***

### Site Information

The subject property is located at 1154 Green Springs Road in Winchester, and is further identified by Property Identification Number (PIN) 21-A-66. The approximately one acre property contains a four room, two bedroom 862 square foot structure constructed pre 1960. The subject property fronts on Green Springs Road in the Gainesboro Magisterial District. The entire property is located within the 100 year floodplain. The property is owned by William Davis.

### Applicable Code Requirements and Analysis

Frederick County Code Chapter 161 addresses Sewage Disposal Systems and, more specifically, permanent pump and haul systems are addressed in § 161-201.05. In 2009, the County revised its health system ordinance to enable the issuance of permanent pump and haul system permits only upon the approval of the Board of Supervisors.

Additionally, criteria was established in §161-201.05 to offer guidance in the evaluation of the merits of a request for a permanent pump and haul system.

In 2011 the Department of Building and Inspections received a complaint regarding the subject property and an inspection revealed that a bathroom addition was constructed without permits and the bathroom was not connected to an approved sewage disposal system. The addition is considered a "substantial improvement" (any reconstruction, rehabilitation, addition or other improvement of a structure, the cost of which equals or exceeds 50% of the market value of the structure before the start of construction of the improvement) because the existing dwelling previously did not have a bathroom. Substantial improvements are required to be elevated no lower than one (1) foot above the base flood elevation which is not possible with the existing structure. Therefore the new owner will be required to relocate the bathroom inside the parameters of the existing structure and demolish the unpermitted addition.

In correspondence dated March 18, 2014, from the Health Department to the Planning Department, the Health Department states that a soil evaluation was conducted on the property in the summer of 2011 and it was concluded that an onsite sewage disposal system could not be supported by this property due to floodplain issues and poor soils. The property owner has also been unable to obtain an offsite easement (see attached letter from adjoining property owner). The property owner has established a relationship with Martin Septic Service LLC to service the requested pump and haul system. This correspondence works towards addressing the established criteria.

### **Conclusion**

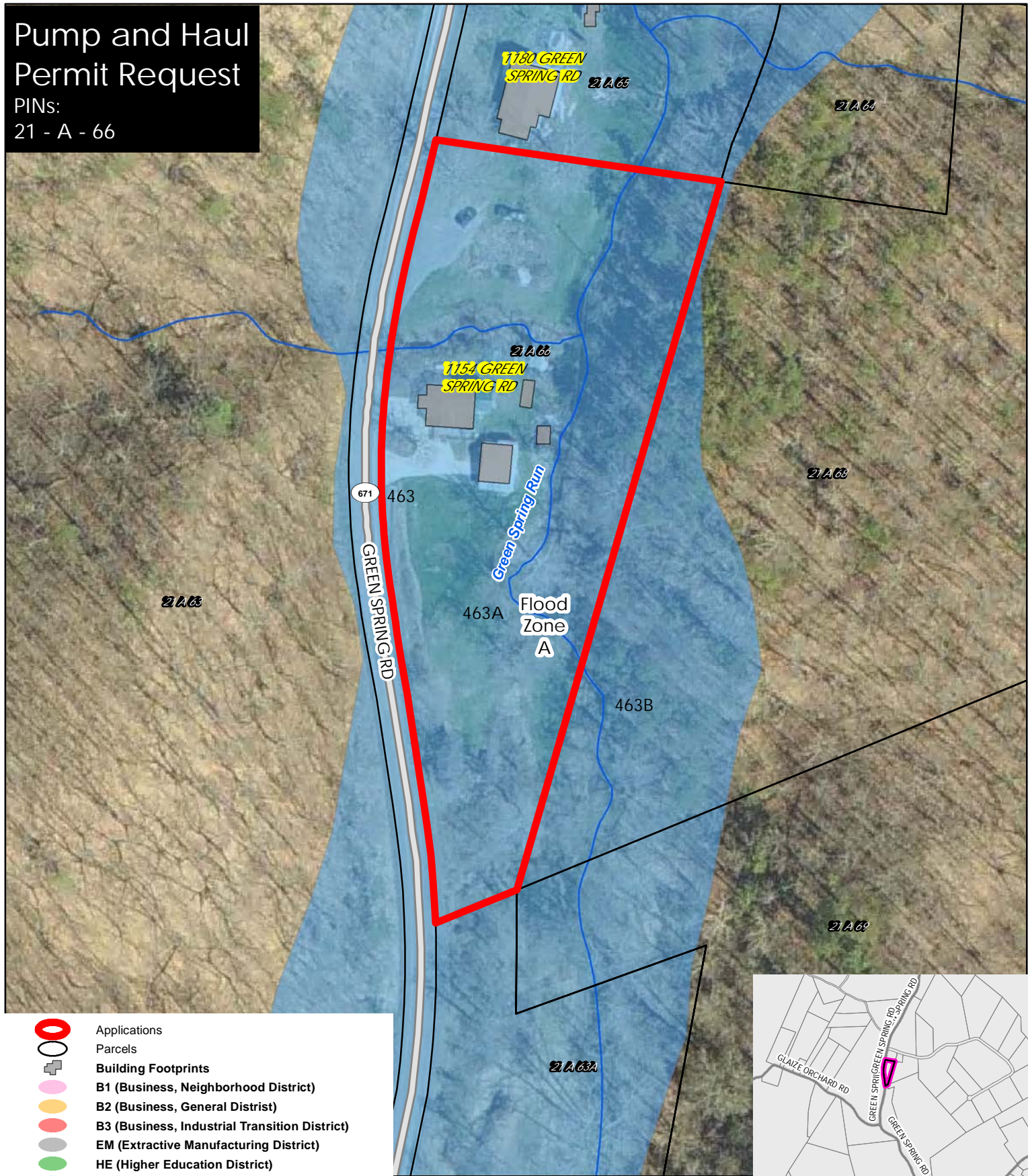
The property owner appears to have addressed the requirements of the County Code to utilize a pump and haul system for the property at 1154 Green Springs Road. It should be noted that the maintenance costs associated with a pump and haul system can be expensive; however it appears that this system is the only available option to bring the septic system into compliance for this property. Board of Supervisors action on the request to permit a pump and haul system is appropriate.

Attachments

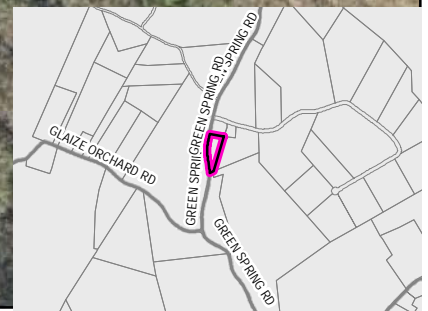
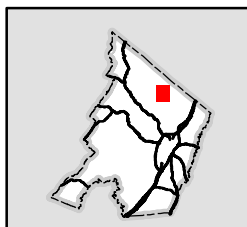
CEP/pd

# Pump and Haul Permit Request

PINs:  
21 - A - 66



- Applications
- Parcels
- Building Footprints
- B1 (Business, Neighborhood District)
- B2 (Business, General District)
- B3 (Business, Industrial Transition District)
- EM (Extractive Manufacturing District)
- HE (Higher Education District)
- M1 (Industrial, Light District)
- M2 (Industrial, General District)
- MH1 (Mobile Home Community District)
- MS (Medical Support District)
- OM (Office - Manufacturing Park)
- R4 (Residential Planned Community District)
- R5 (Residential Recreational Community District)
- RA (Rural Area District)
- RP (Residential Performance District)



## Pump and Haul Permit Request

PINs:  
21 - A - 66

0 50 100 200 Feet

Note:  
Frederick County Dept of  
Planning & Development  
107 N Kent St  
Suite 202  
Winchester, VA 22601  
540 - 665 - 5651  
Map Created: March 21, 2014  
Staff: cperkins





## REQUEST FOR PUMP AND HAUL COMMENTS



### Virginia Department of Health

**Mail to:**

Virginia Department of Health  
Attn: Environmental Health Supervisor  
107 North Kent Street  
Winchester, Virginia 22601  
(540) 722-3480

**Hand deliver to:**

Virginia Department of Health  
Attn: Environmental Health Supervisor  
107 North Kent Street, Suite 201  
Winchester, Virginia

**Applicant:** It is your responsibility to complete this form as accurately as possible in order to assist the agency with their review. Also, please attach one copy of the completed application form and all other pertinent information.

Applicant's Name: William Davis Telephone: (540) 877-4103

Mailing Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Location of the property where the permanent pump and haul system is being requested:

1154 Greensprings Rd

VDH Comments:

\* Please see attached letter dated March 18, 2014 by Mason Allen,  
Environmental Health Supervisor.

System may be applied for if approved by the Board of Supervisors  
and all other Frederick County Departments are satisfied.  
3/18/14

### -VIRGINIA DEPARTMENT OF HEALTH USE ONLY-

Date Received \_\_\_\_\_

Review Number 1 2 3 4 5 (circle one)

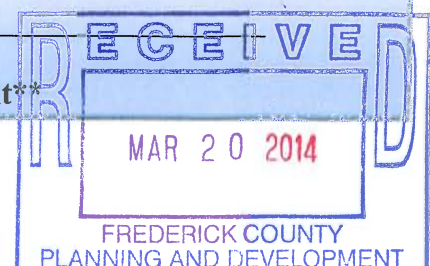
Date Reviewed \_\_\_\_\_

Revision Required \_\_\_\_\_

Date Approved \_\_\_\_\_

Signature & Date: \_\_\_\_\_

**\*\* Please Return Form to Applicant\*\***





# Lord Fairfax Health District

Frederick / Winchester Environmental Health

107 North Kent Street - Suite # 201

Winchester, Virginia 22601

Tel. (540) 722-3480 ~ Fax (540) 722-3479

[www.vdh.virginia.gov](http://www.vdh.virginia.gov)



March 18, 2014

**TO: Candice Perkins**

**FROM: Mason Allen, EH Supervisor**

**RE: Old Wilkins' Property; TM# 21-A- 66, 1154 Green Spring Road**

Candice:

A site and soil evaluation was conducted on the above referenced property in the summer of 2011. It was concluded that an onsite sewage disposal system could not be supported by this property due to flood plain issues and poor soils. An approved site for an onsite sewage disposal system was found across the creek for this property and the neighboring property; however, the cost for this system would have been extremely expensive. The new owner of 1154 Green Spring Road (Mr. William Davis) has since obtained a letter from the neighboring property owner stating the approved system on his land cannot be utilized by Mr. Davis.

I believe it is in the best interest of this property to construct a pump and haul system for residential use.

It has been brought to my attention that the building department may have certain issues that need to be addressed before the house can be occupied.

Sincerely,

A handwritten signature in blue ink that reads "Mason Allen". The signature is written in a cursive, flowing style.

Mason Allen

Environmental Health Supervisor

3/12/2014

To whom it concerns

I William Davis purchased the property located at 1154 Green Springs Road to find out that the property is not livable without having a place for the waste water to go because there is no septic at the location and the neighbors will not give me easement to put in a drain field so this is my last hope is to be able to put in a pump haul to make it livable according to the codes

Thanks

Willa Davis



**FREDERICK COUNTY, VIRGINIA**  
**SEWAGE HANDLING AGREEMENT FOR PUMP AND HAUL SYSTEM**

MARTIN SEPTIC SERVICE LLC and WILLIAM DAVIS  
[Septic Hauler] [Property Owner(s)]  
enter into this Contract with the County of Frederick, Virginia (the "County"), on this 12 day of  
MARCH, 20 14.

WHEREAS, in consideration of the County's approval of a pump and haul permit for the property located at 1154 Green Springs Road, PIN# 21-A-666, and to provide for sewage collection and disposal services for a pump and haul system and guarantee compliance with all applicable regulations concerning sewage collection and disposal services.

**THE PARTIES AGREE** as follows:

The Property Owner will maintain a contract with the specified Septic Hauler and will ensure that the system is being properly pumped and that 24-hour call service is maintained for emergency service.

The Property Owner will submit annual invoices to the Virginia Department of Health verifying that the system is being properly pumped.

The Property Owner will procure an inspection from the Virginia Department of Health every three years (from the date of permit issuance) to ensure that the system is in proper working order.

The Property Owner grants permission for employees of the County and the Virginia Department of Health to conduct routine field inspections of the system to ensure proper maintenance.

The Property Owner understands that violation of the conditions of the pump and haul permit or violation of any applicable regulations concerning sewage collection and disposal services may lead to the revocation of the pump and haul permit.

The Septic Hauler agrees to provide sewage pump and hauling services to the Property Owner at a cost of 300.00 per load and the Property Owner agrees to pay for such services according to such normal and commercially reasonable terms as the Septic Hauler may provide.

By: Jessam M. Parkhill VDH Sewage Handling Permit # OP-003  
[Septic Hauler] Frederick County Septic Permit # SH-LFH0/C20 and 022  
[owner/officer/authorized agent must sign for Septic Hauler] Date 3-12-2014

By: William Davis Date 3-12-14  
[Property Owner]

By: \_\_\_\_\_ Date \_\_\_\_\_  
[County of Frederick, Virginia]  
[County Administrator or authorized agent must sign for County]

Board of Supervisors Approval Date \_\_\_\_\_

To whom it my concern

I Winfred E Bradley will not give William Davis  
easement to put in a drain field on my property.

2/28/2014

Winfred E Bradley JR




L



## MEMORANDUM

**TO:** Board of Supervisors

**FROM:** Michael T. Ruddy, AICP   
Deputy Director

**RE:** UDA Centers and the 2030 Comprehensive Plan - Discussion

**DATE:** April 1, 2014

The UDA (Urban Development Area) Centers and the 2030 Comprehensive Plan proposed amendment to the 2030 Comprehensive Plan is presented to the Board of Supervisors as a discussion item. Any comments from the Board of Supervisors at this point will be incorporated into the amendment and forwarded through the public hearing process. At this time, staff is seeking direction from the Board of Supervisors to move the UDA Centers and the 2030 Comprehensive Plan amendment through the public hearing process.

The Planning Commission discussed this item at their April 2, 2014 meeting and expressed their support of the UDA Centers and the 2030 Comprehensive Plan amendment. The general consensus is that this amendment consolidates and reinforces the UDA Center discussion within the 2030 Comprehensive Plan and further strengthens sound planning principles within the County's urban areas.

The aim of this proposed amendment is to illustrate why UDA Centers in Frederick County are important and to highlight who would benefit from living in these strategic growth areas. During the work session questions were asked about the density, intensity, and marketability of this type of development. There was also a belief that the County should further qualify why this was important to Frederick County. A narrative is included which seeks to answer the questions asked during the work session.

The Comprehensive Plans and Programs Committee (CPPC) initiated the proposed amendment as a result of the ongoing discussion of this subject, most recently at the December 6, 2013 Board of Supervisors work session on this subject. The CPPC endorsed the proposed amendment at their March 10, 2013 meeting. It is hoped that the Urban Center Design Cabinet Report and the TND (Traditional Neighborhood Design) Ordinance will be reevaluated and will also move forward. A discussion was held on this topic at the 2014 Planning Commission Retreat.

The attached language is offered as a potential addition to the 2030 Comprehensive Plan. The proposed addition would be inserted into the Plan within Chapter I, Urban Areas and would be titled UDA Centers and the 2030 Comprehensive Plan.

Please contact me if you have any further questions.

MTR/pd

Attachments

## UDA Centers discussion points.

### Why?

UDA Centers are an integral part of Frederick County's overall growth management strategy. Located at very important locations within the County's Urban Areas, UDA Centers are strategic growth areas that will absorb a greater amount of the anticipated community growth in an efficient and effective way, providing relief and protection for the County's Rural Areas, and encouraging a variety of housing choices within the urban areas.

### Who? From where does the community growth come: internal or external growth.

Over the past two decades, the amount of residential development in Frederick County has grown, increasing at a relatively consistent rate of approximately three percent a year. Supporting this growth was a period of significant expansion in the County's commercial and industrial base.

According to the 2000 Census and more recent studies performed by the Economic Development Commission, Frederick County remains an in-commute location. That is more people come to the county daily for work and not to live which would create demand for public service.

On the other hand, the main contributor to the population growth was the migration of people from outside the Winchester Metropolitan Statistic Area (MSA) to Frederick County for a higher quality of life including lower housing costs, and a lower tax rate.

Frederick County has also become an attractive place to live for retirees. Excellent examples of communities supporting this trend have recently been developed. A major factor is also the Winchester Medical Center, as well as the presence of cultural activities in the arts.

Notwithstanding the above, Frederick County should seek to be a community that provides a variety of opportunities for existing residents, young and old for the next 50 years. As the community continues to grow, a greater number of residents will be those who also grew up in Frederick County.

We are educating the next generation, how do we keep them in the community? Once graduated, often the kids don't return to Winchester? Why- because of lack of employment opportunities but also amenities (next generation wants walk ability which does not currently exist). Educated workforce leaves, so why would business locate here? Urban Centers with their entertainment, employment, residential, transportation, and educational opportunities, the top five attributes of Urban Centers, will further those opportunities and require a long term vision for the centers to come to fruition.

**The County's planning efforts enable residents, both current and future, recent graduates and recent retirees, to choose from an array of housing types that suit their needs and provide affordable housing opportunities. Implementation of this effort will ensure that the needs of all residents are met.**

## FREDERICK COUNTY UDA CENTERS

### FUTURE FOCUS

Frederick County seeks to focus growth in strategic areas where community facilities and public services are more readily available and can be provided in a more economical and sustainable manner.

Frederick County has identified locations which promote higher urban densities and a more compact form of development. These strategic growth areas within the Urban Areas are known as **UDA Centers**.

**Residential densities higher than those previously experienced within the UDA would accommodate residents interested in living in more urban settings, with the highest densities located within specifically designated areas within UDA Centers.**

Potential locations are strategically situated to take advantage of existing development patterns and infrastructure locations.

**UDA Centers** are designated to direct growth in a compact and highly efficient form within the Urban Areas, thereby reducing development pressures in the Rural Areas.

Within the Urban Area, and particularly the **UDA Centers**, there is a higher expectation in design standards to create a quality urban community that successfully and sustainably accommodates the growth of the community. This enables a more sustainable form of development and encourages the creation of a sense of community.

**Frederick County strives to meet and exceed its residents' desires for living, working, and enjoying, through proactive community planning, and enhancements to the Urban Development Areas.**

### COMMUNITY BENEFITS

**UDA Centers** should feature a variety of housing choices, high quality retail, community facilities as focal points, employment opportunities, and provide for land uses that are connected by an attractive, efficient, multimodal transportation system. The mixing of uses provides a greater choice in mobility. Further, focusing development around walkable centers affords people the opportunity to work, live, shop, and play in locations that are near each other.

The County should continue to establish policies which result in high quality residential neighborhoods which are able to accommodate a growing population and expanding workforce.

**Policies should recognize the interests of the residents entering and retiring from the workforce.**

A goal of the Neighborhood Villages and UDA Centers is to create new neighborhoods with a balance between residential, employment, and service uses.

Proactive planning efforts are essential in both the Urban and Rural Areas to ensure that the County is able to deal with its future residential growth in a cost-effective and attractive manner, **and meet market demand.**

## **POLICIES/IMPLEMENTATION**

**POLICY:**        **AS FREDERICK COUNTY CONTINUES TO GROW, IT IS ESSENTIAL THAT THE VISION OF THE COMPREHENSIVE PLAN FOR THE URBAN AREAS MEET EXPECTED GROWTH IN A SUSTAINABLE MANNER. GROWTH SHOULD PRIMARILY BE FOCUSED WITHIN THE URBAN AREAS. MORE INTENSIVE DEVELOPMENT SHOULD BE FOCUSED IN UDA CENTERS, PARTICULARLY MEETING THE RESIDENTIAL NEEDS OF THE YOUNG ADULTS, THE RETIREMENT GENERATION, AND WORKFORCE NEEDED FOR BUSINESS DEVELOPMENT**

### **IMPLEMENTATION:**

- Focus new residential growth within the Urban Development Area and at higher densities within **UDA** Centers.
- **Enact** suitable planning and land use policies which will enable the County to identify where future residential growth should be accommodated.
- Provide County residents, both current and future, an array of housing types and opportunities that suit their needs and provide affordable housing opportunities.

**POLICY:**        **UDA CENTERS, LOCATED AT STRATEGIC LOCATIONS WITHIN THE URBAN AREAS, SHOULD ABSORB A PORTION OF THE ANTICIPATED COMMUNITY GROWTH WITH THE MAXIMUM EFFICIENCY AND EFFECTIVENESS.**

### **IMPLEMENTATION:**

- Higher density residential development is encouraged in close proximity to or mixed with commercial areas to enhance walkable access to employment, shopping, and entertainment – **a lifestyle attractive to young adults and the newly retired**. The County's strategic growth areas, the UDA Centers and Neighborhood Villages, are the most desirable locations for this type of development.
- Residential housing types and design guidelines should be flexible to accommodate evolving demographic trends, and to ensure that housing choices are maximized.
- UDA Centers enable the County to plan for and provide services in defined areas where they can reach the majority of the population **at less cost to the taxpayer**.
- Focusing growth and services to the urban areas, and more specifically to the UDA Centers, will allow the County to develop community facilities that become focal points to the residential areas. Focusing new residential development around walkable centers allows people to work, go to school, live, shop, and play in locations that are near each other.